



# **Norwegian School of Economics**

Bergen, spring semester 2013

Master in Marketing and Brand Management

## **Effects of Fit and Motive Articulation on Sponsorship Response**

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"This thesis was written as a part of the master programme at NHH. The institution, the supervisor, or the examiner are not - through the approval of this thesis - responsible for the theories and methods used, or results and conclusions drawn in this work."

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## Abstract

This study is dedicated to finding the right combination between provision of fit and motive articulation to provide the best sponsorship response. The paper integrates different factors used in the sponsorship literature and other academic articles in the field of marketing into a conceptual model. Such mediating variables as corporate ability, corporate social responsibility, sponsor attitude and persuasion knowledge and moderating variables as involvement, self-congruence and frequency of use are included in the conceptual model. The model attempts to explain the relationship between fit and motive articulation and sponsorship response. The results of the conducted research suggest that the relationship between fit and motive articulation and sponsorship response is moderated by self-congruence and frequency of use and mediated by corporate ability, corporate social responsibility and sponsorship attitude.

## Introduction

In the last decade companies' spending on sponsorships has grown dramatically. This phenomenon has occurred because conventional marketing tools are seen too commercialized and are becoming less effective as the consumer has learnt how to cope with marketer's persuasion practices. Moreover, sponsorship allows attracting attention and increasing loyalty in environments which are not marketing-friendly [IEG, 2013]. The question that companies are facing today is how to use sponsorships to achieve their corporate goals without making sponsorship become "another marketing tool that companies use" in their customer's eyes.

The purpose of this work is to identify the right combination between motive articulation and fit articulation under certain conditions. This study also aims to find out what factors should be taken into account when providing fit and motive articulation and what is the relationship between those factors. The following two research questions were formulated to address the purposes of the study:

RQ 1: What is the right combination of fit and motive articulation in a specific situation?

RQ 2: What are the mechanisms and factors influencing formation of the attitude towards the company when it comes to sponsorship?

This work consists of three main chapters: literature review, study methodology and study results. In the literature review section the most relevant constructs in the field of sponsorship were discussed: the notion of fit, fit articulation and sponsorship motive attribution. Along the literature review the most relevant cognitive theories such as balance, attribution and schema theories were presented and shortly described. Moreover, different types of corporate community involvement, their evolution and motivation behind them are shortly discussed.

In the study methodology chapter, the process of conceptual model development is described in detail. Motivation behind inclusion of certain variables into the model is also explained. Moreover, the development process of experiment stimuli and its adjustment after execution of pretest is provided. As to final study development process, all sources of used scales are indicated together with an explanation dimension items' adjustment. A short description of the questionnaire sample is also covered in this chapter.

Lastly, in the results chapter, an indication of used statistical tests is given. On the basis of analysis of research hypotheses relationship between variables of the conceptual model is established. Further on, the work findings are discussed together with study limitations and future research suggestions.

## Chapter 1. Literature Review

### 1.1 Notion of Fit/Congruence

The concept of congruence<sup>1</sup> is widely applied in a lot of areas of marketing. It is essential for decision making on both strategic and tactical levels. The degree of congruency is guiding company's decisions in mergers and acquisitions, brand extensions, distribution channels selection, launch of marketing campaigns and choice of celebrity endorser or a sponsorship object (Maille & Fleck, 2011), (Fleck & Quester, 2007). According to Maille and Fleck (2011), congruence in the marketing context is referred to "how well entities go together" according to the area of application. In different marketing situations we will be looking at different combinations of entities, whose congruence is assessed: consumer, brands, products, advertisements, media, retailers, stores, games, movies, websites and events (Maille & Fleck, 2011).

As to dimensions of fit, there are three types of fit: functional, symbolic and geographic (Skard, 2011). Functional fit between the entities is present when the sponsor's expertise or product is used or consumed during the sponsored event (Shell providing full technical support to Ferrari during Formula One races; Carlsberg, a beer brewing company sponsoring a soccer event Euro 2012). Symbolic fit, according to Zdravkovic (2010), is based on the similarity between the entities' missions, products, markets, technologies, targeting, segmentation or positioning (IWC, a Swiss watch manufacturer, being an official timekeeper for Volvo Ocean Race). Geographical fit in its turn is based on the same geographical area of sponsor and object's location or operation (Gazprom sponsoring Russian national athletes; Guinness, an Irish brand of beer sponsoring an Irish hurling).

In many cases congruence is defined as a one-dimensional concept. It is usually used as synonymous expressions with fit, similarity, typicality or confirmation/disconfirmation of expectations. However, according to Fleck and Quester (2007), congruence is a wider notion, consisting of several dimensions, including most of the synonymous concepts in its meaning. Heckler and Childers (1992) conceptualized congruence as a two-dimensional notion consisting of two parameters: relevancy and expectancy. In this bi-dimensional understanding of

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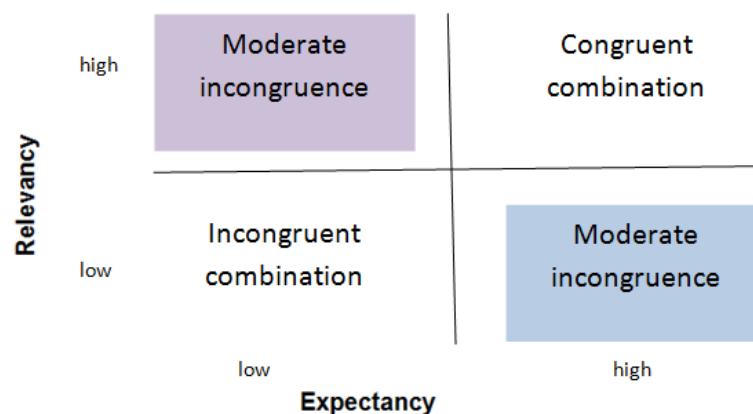
<sup>1</sup> In this study notions "fit" and "congruence" are used as synonymous.

congruence such concepts as fit and similarity would correspond to the “relevancy part” of congruence. “Expectancy part” would be represented by confirmation/ disconfirmation of expectations.

*Relevancy* refers to the semantic link between entities, whether it makes sense and contributes meaning. Evaluation of relevancy is based on similarity between the sponsor and the property, which can be founded on physical characteristics (natural similarity) or on non-physical characteristics (thematic/ semantic/ perceived similarity, under which the entities are connected spatially, temporarily, functionally or causally on the basis of established semantic networks in the memory) (Maille & Fleck, 2011). The second dimension of the congruence concept, *expectancy*, describes how the associations fit the predetermined schemas. If the association does not fit in within existent schema (there is no natural fit between the entities), it is seen by the consumer as unexpected.

When the congruence between the entities is evaluated, there is less heterogeneity between the consumer perceptions for the extreme cases like congruent and incongruent combination (figure 1). In the cases of moderate incongruence consumer evaluations differ greatly as evaluation of such “intermediate” cases depends on consumer’s experiences and therefore his existent schemas (Maille & Fleck, 2011). As a consequence, elaboration process will lead to different evaluations.

Figure 1: Levels of congruence



Even though evaluation of moderate incongruence is hard to predict, moderate levels of incongruence are perceived to be more effective (Fleck & Quester, 2007). This effect might have the following explanations:



- Processing of message delivered through the sponsorship medium is peripheral. Most of the consumers' attention is paid primarily to the event, no attention is allocated directly to the sponsor. Moreover, the message itself, if there is any, is not clearly stated due to the nature of the medium, and it is delivered in the non-verbal form (Fleck & Quester, 2007). Slight incongruity can help the sponsor to stand out in such conditions to stand out and attract attention of the consumer. A certain degree of unexpectedness will lead to great elaboration about the congruence, engagement, higher level of recall, image transfer and attitude formation. However, for the incongruence to be effective, the relevance level should be high enough, so that the associations transferred would be relevant. It also worth mentioning that the longer the sponsorship relationship is going to be, the greater need there is to keep associations fresh and surprising. A slightly lower degree of unexpectedness will be able to provide that. This situation is depicted in the "high relevancy – low expectancy" quadrant of the matrix in figure 1.
- Competition in the market can affect the choice of the congruence level pursued by the sponsor. The stronger similarity between the sponsor and the property is, the smaller is the chance for the sponsor to stand out among the competitors. If the congruence level is high, both sponsor and competitor share the same preexistent associations with a congruent property (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006). The transfer of new associations from the less congruent sponsorship might give a company a chance to differentiate itself from competitors. However, the consumer should be able to place new acquired situations within existent schema. This situation represents the "low relevancy – high expectancy" quadrant.
- Very high congruence between the sponsor and the object might make the consumer feel skeptical about sponsor motives (Zdravkovic, Magnusson, & Stanley, 2010). This relation is given a greater review in the Motive Attribution part of the research paper.

A multidimensional approach to the defining the concept of congruence, provides companies with better understanding in how the sponsor objects can be chosen. Depending on sponsor's goals a different degree of sponsor-object congruence can be chosen. Moreover, the "source of incongruence" can be strategically chosen (originating from the relevancy or expectancy dimension). As it has been stated, moderate incongruence can lead to greater effectiveness,

therefore it can be strategically used by companies. However the choice of objects which are moderately incongruent will require some articulation about the link between the entities.

## **1.2 Fit Articulation**

Fit is a flexible notion, it can be created where not naturally present (Skard, 2010), (Coppetti, Wentzel, Tomczak, & Henkel, 2009). If the sponsor wants to establish a link between the congruent schemas of the sponsor and object, it needs to engage in fit articulation. Articulation can be communicated through package design, PR, promotion, advertising, direct marketing and merchandise (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006). When communicating fit articulation a sponsor explicitly explains what the sponsorship relationship is based on and what meaning it has for the company (Coppetti, Wentzel, Tomczak, & Henkel, 2009).

The Schema Congruity theory can be helpful in explaining how fit articulation can enhance perceived fit. Schema is a “cognitive structure, stored in memory that represents information about an object, concept or stimulus domain, including its attributes and the interrelations among attributes” (Coppetti, Wentzel, Tomczak, & Henkel, 2009), p.2. Schema can be seen as an established framework in the mind of the consumer within which the consumer will be trying to place new information. If the sponsorship object’s schema is very different from the company’s schema, the consumer will not be able to allocate new information about the company within this schema. Moreover, along with inability to store newly acquired information, the consumer will not be able to retrieve this information, which will influence the recall of this information (Misra & Beatty, 1990). So that the information could be stored and retrieved from the consumer’s memory a link between the object and the company schemas needs to be established.

Articulation is a process aimed at creation of associative pathways in consumers’ memory to support recall (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006). It is needed when there is no clear logical link between two entities and provision of relational information is necessary to establish that link. Schema is a flexible construct as it can be enlarged when new associations are acquired by the customer. With the help of fit articulation the assimilation process takes place and new information is accommodated within the extended schema. With time, articulation and repetition the existent schema might be enlarged and thus created fit between the entities will be established (Cornwell, Humphreys, Maguire, Weeks, & Tellegen, 2006). Once a match between the sponsor and object schemas is created, it would become easier

for the positive effect to be transferred from the object to the company (Peracchio & Tybout, 1996). With the help of fit articulation a sponsor can experience increased tangible benefits from the sponsorship such as: image transfer, higher recall and recognition, increased likeability and more favorable sponsorship responses (Coppetti, Wentzel, Tomczak, & Henkel, 2009).

The choice of fit articulation message should be based on the fit between the parties and on company's intentions to use activational or non-activational communication tools. It is worth noting that activational leverage gives more long lasting results for a longer time horizon than do non-activational marketing tools (Weeks, Cornwell, & Drennan, 2008). Activational leverage can even improve the perception of the high fit sponsorship with a strong commercial motive articulation. If non-activational communication is used for the high fit sponsorship, then a company should articulate its sponsorship in a noncommercial way to enhance the sponsorship effect. As for low fit sponsorships, non-commercial orientation of fit articulation leads to better results than commercial orientation message in case of activational leverage. However, no difference is observed when the message is leveraged non-activationally [Weeks, Cornwell, Drennan, 2008].

### **1.3 Sponsorship Motive Attribution**

#### **Types and Motives of Corporate Community Involvement**

There are several different types of corporate community involvement which can be confused with sponsorship. According to degree of company and object's involvement and motivations corporate community involvement can take the following forms: corporate philanthropy, benefaction, patronage, sponsorship, cause related marketing (CRM) and partnership (Seitanidi & Ryan, 2007). Advocacy advertising (another form of corporate advertising along with CRM) and such forms of CSR as cause promotions, social marketing and community volunteering can also be confused with sponsorship.

Forms of corporate involvement evolved through philanthropic, transactional and partnership stages. In the beginning corporate donations were done without commercial intentions and expectations for tangible returns. Later, the need to have more certain and measurable returns on donations occurred which led to separation of sponsorship from its "philanthropic ancestors". The lack of customers' trust in sponsorships due to the low commitment and interaction between

the parties and solely outcome orientation again changed the way corporations get involved with consumers. Thus, partnership, more relationship and process oriented form of corporate involvement originated (Seitanidi & Ryan, 2007).

The change in forms of corporate giving was also trying to address the problem of parties' relationship asymmetry. In corporate philanthropy, benefaction and patronage there were more benefits in the relationship for the object, while the "donor" enjoyed limited recognition. In sponsorship and CRM the relationship is almost symmetrical. The object receives extra advertising and increased awareness of the public about an issue/event along with the monetary donations. However, the corporation is the more salient partner in the relationship as it enjoys more tangible and intangible benefits and sponsorship or CRM is tailored to maximization of outcomes for sponsor. In case of partnerships, two parties become more interdependent and that levels out the asymmetry of the relationship. The relationship is more collaborative as the benefits for the party are generated not only from the outcome, but also from the process of interaction (for example, knowledge transfer or competency development). As the objects become more active and engaged, the relationships become more symmetrical. A more specific description, sponsor motivation and relationship asymmetry of each type corporate of community involvement can be found in Appendix 1.

Sponsorship along with CRM is among the most commercialized forms of corporate giving. Sponsorship is recognized as a commercial activity and is as a "straightforward part of the marketing mix" (Meerabeau, Gillet, Kennedy, Adoeba, Byass, & Kingsley, 1991). Legal frameworks and taxation system exist for sponsorships. Over the time it is becoming treated more like an investment. As a response to commercialization of sponsorship, socio-sponsorship emerged. Opposed to commercial sponsorship, the company is aiming to support a social cause and thus fulfill its corporate social responsibilities. It does not seek to increase sales, gain more media attention or more customers. The benefits companies get from engaging in socio-sponsorship are intangible in their nature. By being associated with a sponsored cause a company builds up its reputation and can change its image.

Although the ultimate purpose of each sponsorship activity is directly or indirectly contribute to the bottom line of the company, different activities are seen differently by consumers depending on the sponsorship object, message and leveraging method chosen by the company. Some sponsorships are perceived altruistic, others - commercial, while some sponsorships can have

both motives, altruistic and commercial. Due to the lack of specific research on motive articulation in the field of sponsorship, in this section I will also refer to other marketing practices (corporate advertising and CSR) pursuing altruistic, commercial and mixed motives.

### **Companies' Motivation for Engagement in Sponsorship**

The main purposes pursued by a company when engaging in sponsorship activities are increasing brand awareness by increasing the company's brand exposure and possibility of image transfer from the sponsorship property to the sponsor's brand or property. The goals pursued by sponsors may be economic and non-economic in their nature (Dean, 2002). Such benefits of sponsorship as increased revenues, enhanced brand awareness and interest of channel members can affect the company's bottom line directly. Although the other benefits created by sponsorship like goodwill, improved corporate image higher employee morale, attraction of new employees and pure altruism are less tangible, they are not less important than the economic goals (Dean, 2002).

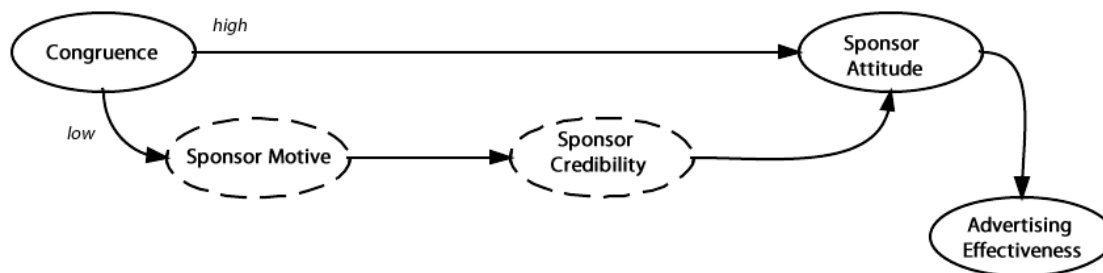
No matter what purposes or goals the company is pursuing with sponsorship, the essence of these goals is always commercial. Sponsors always want to get something back in return for their investment. In fact they are engaging in the sponsorship activity to gain access to an object's commercial potential. Increased media coverage associated with the event, association with the cause, additional promotional activities are the examples of how companies can capitalize on their corporate giving (Chang, 2012). What is more, the sponsor will stay committed to its property only while it offers the potential for leverage, and this commercial potential of the object will define the length of the sponsorship duration (Ruth & Strizhakova, 2012).

### **Factors Influencing Motive Attribution**

Because of the commercial nature of sponsorship, the customer is right to question the motives of the sponsor. However, the degree to which the sponsorship is seen commercial can be determined by the sponsor's choice of a *congruent property* (Rifon, Choi, Trimble, & Li, 2004) and *message focus* (Menon & Kahn, 2003). According to researchers, in most of the cases higher level of congruence between the sponsor and the object leads to better sponsorship perception by the consumer ( (Rifon, Choi, Trimble, & Li, 2004), (Menon & Kahn, 2003), (Roy, 2010)). Higher congruence between the sponsor and the object evokes less elaboration about ulterior motives of sponsor involvement. When the elaboration process is avoided the formation of consumer's attitude towards the sponsor happens more rapidly as mediating processes like assessment of

sponsor motives and sponsor credibility are eliminated (Rifon, Choi, Trimble, & Li, 2004). Thus, high congruence leads to a “relatively basic and automatic associative processes” (Berkowitz, 1993). However, when the cognitive process is launched the customer attempts to assess the motive of the sponsor and depending on the focus of the sponsorship message sponsor’s credibility may be enhanced or challenged. If the message focus is on the cause being sponsored, then elaboration of the incongruence between the sponsor and the property will lead to greater credibility of the source, whereas the focus on business objectives will disclose commercial motives of the sponsor and will require higher sponsor-object congruence to avoid the loss of the sponsor’s credibility (Menon & Kahn, 2003). The described above cognitive process is depicted in figure 2.

Figure 2: Consumer attribution of sponsor motive (Developed on the basis of (Rifon, Choi, Trimble, & Li, 2004))



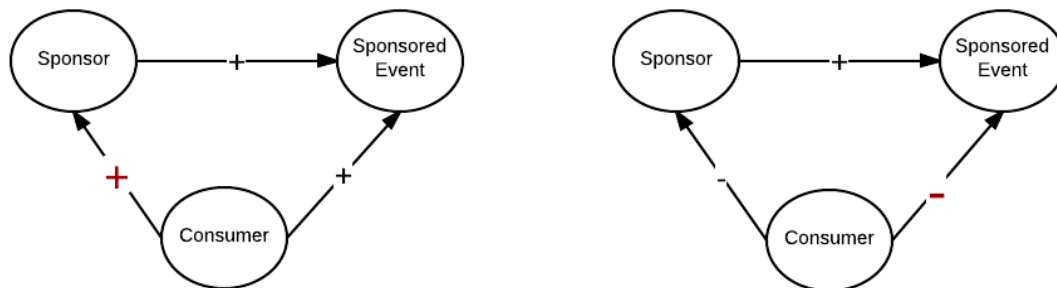
The following factors are also considered to be important in the formation of attitude towards the sponsor. In their research Ruth and Strizhakova (2012) highlight the importance of sponsor-object *partnership duration*. Although, they consider this mediating factor in the context of partnership termination, nevertheless, they associate longer sponsor-property relationship with higher commitment and quality (Ruth & Strizhakova, 2012). According to Palmatier et al. (2009), long term investment in the relationship evokes the sense of gratitude on the consumers’ side and makes them more willing to purchase the product (Palmatier, Jarvis, Bechhoff, & Kardes, 2009). In the same research Ruth and Strizhakova also elaborate on the factor of *consumer involvement*. For consumers who are highly involved the sponsor engagement has high personal relevance (Ruth & Strizhakova, 2012) and such consumers perceive greater length of the sponsor-object relationship to be of value (Yeung & Soman, 2007). It is also important to mention that higher *frequency of the product purchase* (sponsor object brand or product) in some cases (like

cause related marketing) leads to more favorable perception of the company. Heavy users become more emotionally involved with the cause which partly reduces their overconsumption guilt (Chang, 2012).

### Attitude Formation Processes

The process by which consumers form their opinion about motive attribution can be mainly explained by the balance and attribution theories. Under balance theory (Heider 1958) the evaluation of the sponsor would depend on how it would comply with other evaluations held toward the object and the established connection between the sponsor and event. As consumers want to avoid incongruence in their thoughts and perceptions, they will be likely to assign either a positive or a negative attitude towards the sponsor according to their attitude toward the sponsored event. Thus, the desired state of balance will be reached (Dean, 2002). Figure 3 depicts schematically the formation of consumer's attitude toward the sponsor.

Figure 3: Sponsor attitude formation within balance theory



Because attitude formation can happen in both directions (towards the sponsor and the sponsored object) it is important to be aware of existent cognitive schemas, as the attitude change will happen in the direction of increased compliance with existent schema.

As to attribution theory (Kelly, 1973), (Kelly & Michela, Attribution Theory and Research, 1980), it is worth mentioning that a consumer will seek for an explanation why the company is sponsoring a particular cause. Meanwhile the consumer will try to minimize the alternative explanation. Therefore, he will explain the sponsor's motive based either on internal (altruistic) or external (financial benefits) factor. When the sponsorship can be explained by extrinsic factors, no attention is paid to the intrinsic factors. This is known as the discounting principle (Kelley 1972).

## Types of Sponsorship Motives

### *Commercial Motive*

When a company is driven to participate in sponsorship by commercial motives it is primarily looking for such tangible benefits as increase in sales, greater media exposure, building up of brand equity or getting access to new clients (Seitanidi & Ryan, 2007). Commercial motives behind sponsorship imply a wider range of sponsorship objects with which a company can “partner” with. The sponsored organization can be a profit or a non-profit organization or even an individual. In this case the object can be chosen from the widest range of entities in comparison with altruistic and mixed motive sponsorships. However, the object should be chosen in accordance with the preferences of the company’s target group. It can be assumed that the sponsorship which has commercial intentions should be targeted very precisely to provide the company with a good return on investment.

As the sponsor is clear about its extrinsic motivation for sponsorship, it can expose its corporate and brand attributes more freely. This means that the company can expose its logo, use slogans or its tag lines (Sirgy, Lee, Johar, & Tidwell, 2007). With this type of sponsorship the company can implement a wider range of marketing tools for leveraging the sponsorship. Moreover, sponsorship can serve as a platform for experiential branding. The company can try to involve the consumer on the emotional level and create memorable experiences to improve brand attitudes and loyalty (Coppetti, Wentzel, Tomczak, & Henkel, 2009).

Moreover, when a company is explaining its sponsorship with the help of extrinsic motivation it is not restrained only to money and other “in-kind” donation participation. It can get more benefits from the sponsorship relationship. For example, if a sponsor’s product is “used” by the object, the sponsorship can serve as a good platform for research and development, testing and gathering marketing response. A good example of such extended tangible benefits for a sponsor is the sponsorship of Volvo Ocean Race 2011-2012 by Inmarsat, the satellite communications provider, whose services was used during the race. Not only did the company gain a lot of public exposure, it also had a chance to test its services against the most severe conditions and find area for improvement (Volvo Ocean Race, 2013). If the company is sponsoring an event which gathers its target audience, it can reach directly to its customers and use on-site sampling. This



benefit of an easy reach to the normally directly unapproachable consumer is another sponsorship tangible benefit (Coppetti, Wentzel, Tomczak, & Henkel, 2009).

### *Altruistic / Philanthropic Motive*

The choice of sponsorship object has high importance in the case of pursuing altruistic motives. One of the most common objects for altruistic sponsorships are non-profit organizations (Seitanidi & Ryan, 2007). Elitist arts can also be seen as a good example of property for a sponsorship with an altruistic motive. “High culture” sector is not market oriented; instead it is strongly oriented on art per se and it has a narrower target audience (Carrillat, d'Astous, & Colbert, 2008).

Within altruistic motive articulation for sponsorships the message should be focused on the philanthropic activity rather than the sponsor. Donation to the cause in this case happens separately from the products' purchase (Menon & Kahn, 2003). When articulating the motive company can focus on raising awareness about some cause or issue (as in cause promotions) or attempt to motivate consumers to change their behavior (as in social marketing). Such types of sponsorship will not directly explicitly the customer to make a purchase of the company's product. The sponsor cannot expect short term monetary results from such type of marketing activity, the benefits to the company will occur in the long term period mainly in the form of enhanced corporate image and raised consumer awareness.

As to sponsorship leveraging, the more traditional marketing tools are used for sponsorship communication, the more motives are perceived to be commercial (Rifon, Choi, Trimble, & Li, 2004). Moreover, for the motives to be perceived more altruistic brand- and company-level information as slogans or logos should be avoided (Rifon, Choi, Trimble, & Li, 2004).

Customers are likely to question socio-sponsorships to a greater degree, as they will find it surprising that the sponsor is not pursuing monetary goals. This will cause greater elaboration about the underlying motives. Increased elaboration of the sponsor's motives can lead to two opposite outcomes. On the one hand it can result in lower sponsorship evaluation (Menon & Kahn, 2003). On the other hand, if the elaboration process is activated and the consumer finds the company credible, sponsor's actions are explained by its intrinsic motivation which leads to enhanced sponsor attitude (Rifon, Choi, Trimble, & Li, 2004). The source credibility will be

increased if the communication message is focused on the cause or issue rather than on the sponsor or product (Menon & Kahn, 2003). Socio-sponsorship is the case when low congruence might benefit the sponsor and create extra source credibility (Haley, 1996).

### *Mixed Motive*

When pursuing mixed motives the sponsor simultaneously helps a social cause and drives sales for the company. Such type of sponsorship can be seen as strategic and tactic at the same time as it operates both in long-term and short-term horizons (Roy, 2010). Cause related marketing (CRM) can be considered a good example of the company's marketing activity pursuing mixed motives. CRM is closer to regular advertising, its motives are clear and they do not arouse motive questioning. The sponsorship message mainly focuses on the sponsor brand and its business objectives (Menon & Kahn, 2003) as support of a particular cause is tied to the product's purchase. Thus, the company achieves its business objectives and at the same time gains the reputation of a "good corporate citizen" (Seitanidi & Ryan, 2007). The cause which company is sponsoring should correspond to the interests of the target audience so that it would generate sales.

In the case of CRM, higher congruence between the sponsor and the object will lead to higher ratings of the sponsorship activity. The more congruency between the customer and the object there is, the greater advertising effectiveness and loyalty to the company are (Sirgy, Lee, Johar, & Tidwell, 2007). When the sponsorship is leveraged both the sponsor and the object receive an extensive coverage. More traditional marketing communication tools can be used when communicating sponsorships with mixed motivation.

Roy (2010) and Chang (2012) raise the issue of consumer's emotional involvement in CRM. Roy (2010) states that CRM allows marketers to approach their consumers on an emotional level and the extent to which the customer gets involved depends on his self-congruence with the sponsorship object. Moreover, Chang (2012) distinguished how the effect of CRM will vary on different types of users. She states that the consumers who buy the product frequently will be more emotionally involved and will rate the brand better in comparison with light users (Chang, 2012).

## Chapter 2. Study Methodology

### 2.1 Conceptual Model Development

This study is dedicated to finding the optimal balance between the sponsor's fit and motive articulations. Mediating and moderating effects affecting consumers' response to corporate sponsorships are also aimed to be explained. As it has been indicated in the literature review the success of sponsorship relationships mainly depends on the sponsor-object perceived fit and customer's perception of sponsor's motives. However, these factors are not the only determinants of the consumer's response. Individual consumer variables and other factors like associations a consumer holds about a company or knowledge about sponsor's persuasion efforts come into play.

In this chapter we will try to build a conceptual model which will incorporate factors from previous research in the field of sponsorship and also incorporate new dimensions from other relevant marketing areas. The *manipulated variables* (fit articulation, motive attribution) have already been discussed in the "Literature Review" chapter; therefore, we will start with discussion of sponsorship response factors, followed by introduction of moderating and mediating variables. After discussion of separate dimensions, a conceptual research model will be introduced. Lastly, after the model presentation research hypotheses will be listed.

#### Sponsorship Response Factors

##### *Company Attitude and Use*

One of the most important goals of marketing activities is to contribute to brand's equity. As in this study we are focused on the consumer stakeholder group, customer-based brand equity is of our specific interest. Customer-based brand equity (CBBE) can be defined as "the differential effect of brand knowledge on consumer response to the marketing of the brand" (Keller, 1993), p. 2. Customer-based brand equity is also built on "consumers' *reactions* toward an element of the marketing mix for the brand..." (Keller, 1993), p. 2. Sponsorship, the field of concentration of the current study, is one of the marketing tools used by companies to build up their brand equity. Thus, we can implement the component parts of the CBBE as factors used to measure sponsorship response.

According to Keller (1993), affective and behavioral responses are two key components of brand equity (Simmons & Becker-Olsen, 2006). “Company attitude” (feelings, associations, attitude beliefs a consumer holds about a company) can be considered an affective response, whereas purchase intention or “use” can be seen as a behavioral response to sponsorship.

### *Word of Mouth*

The dependent variable “word of mouth” has not been widely studied in the literature on sponsorships. However, it is a very wide-spread notion in the field of social media marketing. The reason why we would like to include “word of mouth” as one of the dimensions in the current study is because it can contribute a lot to sponsorship leveraging and spreading awareness among customers with barely any costs involved. Word of mouth is coming from consumers without any material interest; therefore, this information source has high credibility (Dichter, 1966).

The main factors that motivate a consumer to spread word of mouth are self-congruence and involvement (Dichter, 1966). These are also the factors that help explain the way sponsorship is perceived by consumer (Sirgy, Lee, Johar, & Tidwell, 2007). Word of mouth is also seen as a release of tension mechanism, it helps consumers form and share their product/ brand attitudes (Godesh, et al., 2005), (Feick & Price, 1987). What is more, it can help consumers justify their product attitude as it is one of the ways of dealing with cognitive dissonance, a mechanism also explaining the formation of the sponsor attitude.

### **Mediating Variables**

#### *Corporate Ability and Corporate Social Responsibility*

Corporate ability (CA) and corporate social responsibility (CSR) are the corporate associations consumers hold about the company’s way of conducting business. While corporate ability associations are related to company’s capability to produce a good quality product or offer a high standard service, SCR associations are the way consumers perceive a company as a taker of societal obligations (Brown & Dacin, 1997). In their research Brown and Dacin (1997) have shown that these corporate associations affect consumers’ perceptions in case of new product introductions. They have reported that CA and CSR association form a background to which

consumers will refer when evaluating the product for the first time. In the current research we can try to apply Brown and Dacin's findings in the context of sponsorship evaluation.

A company can choose different ways to articulate (highlighting commercial, altruistic or mixed motives) its sponsorship. However, it is important to remember that the way the corporate sponsorship will be communicated needs to correspond with the corporate associations hold by customer. The way a consumer already thinks about the company might contradict or go well together with sponsorship motive articulation. If the company is mainly known for its organizational effectiveness, but not its social orientation, it should probably communicate its sponsorship highlighting commercial motives not to cause any inconsistency within the consumer's established cognitive schema. Whereas in a situation when a company holds strong CSR associations and quite weak CA associations, fit articulation might improve sponsorship perception. We expect that corporate ability and corporate social responsibility associations can affect the consumer's perception of sponsorship and, therefore, we include these constructs in the conceptual model as mediating factors.

#### *Sponsorship Attitude*

Sponsorship attitude is a prerequisite for consumers' affective and behavioral responses to the sponsorship (Simmons & Becker-Olsen, 2006). Inclusion of this variable was encouraged by Simon and Becker-Olsen's article in which the relationship between fit and firm equity is mediated by attitude toward sponsorship (in addition to other mediating factors). Sponsorship attitude will most likely be favorable if the sponsored object is well-liked and sponsorship engages consumer participation and is not promoted too heavily (Simmons & Becker-Olsen, 2006).

The process of sponsorship attitude formation can be explained by the balance theory. Under balance theory the customer resolves his conflicting attitudes towards the objects which are somehow linked together to reach a harmonious state of thoughts (Heider, 1958) . Thus, we assume that the consumer's positive attitude towards sponsorship will lead to positive attitude toward company. Therefore, sponsorship attitude is included as a mediating variable in the research model.

### *Persuasion Knowledge*

The variable of persuasion knowledge was added to the conceptual model from the Hibbert's et al (2007) article on guilt appeals in charity fund raising and Simmons and Becker-Olsen's (2006) article on social sponsorships. Persuasion knowledge is defined as customer's knowledge of marketing efforts undertaken by corporations to reach their own goals while bypassing consumer's persuasion coping psychological mechanisms (Hibbert, Smith, Davies, & Ireland, 2007).

Retrieval of persuasion knowledge is mainly activated with the start of the elaboration process caused by a low fit between the sponsor and the object (Campbell & Kirmani, 2000). However, according to some authors this affect does not always occur instinctively, on the contrary it is mainly evoked by researcher's mentioning of the scales (Feldman and Lynch 1988; Simmons, Bickart, and Lynch 1993). Therefore, it is important to place this question in the very end of the questionnaire when all of the other dependent and independent and mediating variables were discussed.

The effect of persuasion knowledge is not only negative, it can be positive as well. In the case of low-fit and activation of consumer's motive elaboration, sponsor's actions would be questioned and will be perceived unprofessional. However, when the fit is high and there is no perceived contradiction, sponsorship is seen as an original and effective move from the company's side, boosting company's credibility and professionalism in the customer's eyes (Simmons & Becker-Olsen, 2006). Hence, persuasion knowledge is introduced into the conceptual model as a mediating factor in the relationship between dependent and independent variables.

### **Moderating Variables**

#### *Involvement*

Engaging a consumer in the sponsored event or cause can help a company to interact with a consumer on emotional level. Emotional involvement of a consumer will more likely lead to acquisition of positive feelings towards the sponsoring brand or company (Sirgy, Lee, Johar, & Tidwell, 2007). Not only will involvement transfer positive feelings, it will also suppress negative motive attributions. Thus, a more involved consumer will perceive the sponsorship as less commercially oriented (Chang, 2012). Moreover, involving a customer with the sponsor

object will lead to more long-lasting effects (Weeks, Cornwell, & Drennan, 2008). So, we include “involvement” dimension as an individual moderating variable into the conceptual model.

### *Self-congruence*

Self-congruence can often be seen as one of the main motivations to make a purchase and thus the main predictor of consumers’ behavioral response (Sirgy M. J., 1982). Therefore, we expect that self-congruence factor will have an influence on the construct of “use”. The theoretical research also shows that self-congruence with product service or a store leads to a more positive brand attitude (Claiborne & Sirgy, 1990)

According to Sirgy et al (2007) customer’s self-congruity with the event leads to better evaluation of the sponsor. Although self-congruence with the event and with the company are different notions, a positive spill-over effect from self-congruence with the event can be assumed. Awareness and recognition that a company sponsors an event (positive link from company to event) which is special for the consumer (positive link from consumer to the event) creates positive attitude toward the company (positive link from consumer to company). Thus, the cognitive balance is restored by the consumer with a benefit to a company. A very strong liking of the sponsored event can possibly make the consumer overlook commercial motives and perceive them less negatively or perceive altruistic motivation even more positively than they normally would have.

Sirgy et al (2007) has also shown that self-identification with the event helps to build up consumers’ brand loyalty. Increased brand loyalty will lead to more purchases and hence have a positive effect on the “use” dimension. Self-identification with an event will make a customer share the information about the sponsorship (projecting his own self-image to others) leading to positive word of mouth (Cardador & Pratt, 2006), (Gwinner & Eaton, 1999).

On the basis on literature review we include “self-congruence” variable as a moderating factor into the conceptual model.

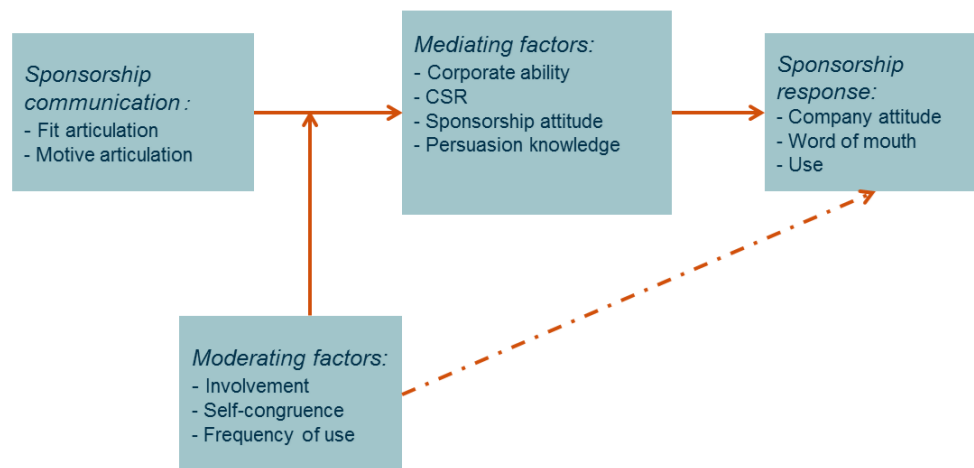
### *Frequency of Use*

Inclusion of frequency of use variable was inspired by Chang’s (2008) article on sponsorship and CRM leveraging. In this work the author stated that the effect of the use frequency would depend

on the style of the corporate giving. Chang (2008) in her research has found out that heavy and light users react differently to CRM advertising. Heavy users become more emotionally involved with the cause and react less negatively to the commercial intents of the company. It had been also stated that there is no significant distinction between light and heavy users in their reaction to sponsorship leveraging. Nevertheless, we assume there might be some difference in reaction to sponsorships with different motive articulations (commercial, altruistic and mixed) between the non-users, light and heavy users. Therefore, “frequency of use” variable is included in the current research as moderating variable.

On the basis of literature review the following conceptual research model was suggested (Figure 4).

Figure 4. Conceptual research model



Within the main research question of this study about the optimal combination of sponsorship fit and motive articulation the following hypotheses will be tested:

#### *Main Effect*

H1: The effect of altruistic motive articulation has a more positive effect on brand attitude when there is no fit articulation compared to the presence of fit articulation



H2: The effect of commercial articulation has a more positive effect on brand attitude when fit articulation is present compared to no fit articulation.

H3: The effect of mixed articulation has a more positive effect on brand attitude when fit articulation is present compared to no fit articulation.

#### *Interaction Effect*

H4: The effect postulated in H1-H3 is moderated by self-congruence in the following way: a) Consumers with low self-congruence with the event have more positive brand attitudes when there is no fit articulation, and b) consumers with high self-congruence with the event have more positive brand attitudes when there is fit articulation

H5: The effect postulated in H1-H3 is moderated by frequency of use in the following way: a) Non-users have more positive effect on brand attitudes when there is no fit articulation, and b) users have more positive effect on brand attitudes when there is fit articulation

#### *Mediated Moderation Effect*

H6: The interaction effects postulated in H4a, H4b, H5a and H5b are mediated through a) corporate ability, b) corporate social responsibility, c) sponsorship attitude and d) persuasion knowledge.

## **2.2 Stimuli Development**

Within the study an experiment that used a 2 x 3 experimental design had to be conducted. The fit articulation factor had 2 levels (fit articulation present and no fit articulation) and sponsor motives factor was measured at 3 levels (commercial, altruistic and mixed motives). Overall, six different conditions needed to be developed and tested in the experiment.

For the condition development DHL's existent sponsorship example was used. However, some fictitious information was included when conditions were developed. The respondents were not informed about the use of fictitious information so that their responses would not be affected by this factor. DHL was chosen because it is a company which is generally perceived well by respondents. The company is not experiencing any reputational crises which could have possibly

altered the experiment results. Fashion Week was selected among DHL's sponsorship portfolio as it could be articulated both commercially and altruistically with the same level of believability.

The format of the press release was chosen as this form of stimulus presentation would allow for a more detailed articulation of motives and fit. The company's website was selected as the information source. Different information sources have different credibility. To eliminate the effect of attitude towards other information source (magazine, newspaper, etc.) press release was presented as a print screen shot from the DHL's corporate website. The presentation of the press release as a material from company's official website added extra credibility to the presented information.

Moreover, other brand names within the press release text and accompanying pictures were eliminated not to violate the validity within the study (The official name of Fashion Week is "Mercedes-Benz Fashion Week"). If the other brand name appeared the response results could have been affected by its mentioning and the study results could not be attributed only to manipulations within the experiment. Therefore the "Mercedes-Benz" part in front of the Fashion Week was omitted.

To reach higher internal validity the fit and motive attribution articulations were kept identical for each condition. Thus, the information presented in the conditions was a combination of identical blocks: introduction, fit articulation, commercial motive articulation and altruistic motive articulation. Some pictures were included in the press releases to stimulate comprehension on subconscious level. The pictures also helped to communicate information in a more interesting way to stimulate greater response level.

In the introduction part general opening remarks were presented without mentioning any functional or symbolic fit between the sponsor and the object. The only subtle reference to the sponsor-object congruence was made *implicitly* by adding a picture of models dressed in the garments of DHL's corporate colors (red, yellow and grey). Company's motivation was not mentioned in the introduction either.

Fit and motive articulations were communicated *explicitly* in the fit and motive articulation blocks. Fit articulation explained the relevancy of the sponsorship. In this block an explanation how DHL implements its logistic expertise within the sponsorship was given. Moreover, the

common corporate values (innovation, trend setting) of the sponsor and the object were mentioned. A picture depicting transportation of the garments after the Fashion Week show was included to visualize transportation needs of fashion shows that can be met with the help of DHL's logistics expertise. A fictitious quotation from DHL's communications director explicitly stated that DHL and Fashion Week is a good match.

As to motive articulation blocks, the commercial motivations were communicated as gaining access to great mass media exposure and clients over several geographical markets. Altruistic motives were stated as discovering new talents and spurring innovativeness in the fashion world. Helping emerging designers by providing access to the biggest fashion shows and grant donation for their future collections development were also stated in the altruistic motive articulation. Mixed motive articulation was presented as a combination of commercial and altruistic motive articulation blocks. No independent articulation was developed for mixed motive communication to avoid possible problems with internal validity. All motive articulations were introduced in the press release in the form of DHL manager's quotes. The information and facts used for fit and motive articulation were developed in accordance with DHL's corporate mission statement and values (DHL, 2013) so that no unintentional contradiction would occur between the company's existent image and its sponsorship.

The structure, composition and sequence of information blocks of six developed experiment stimuli are depicted in table 1. The full text and visual style of stimuli presentation can be found in Appendix 2 (Condition 1 contains "commercial motive articulation" information block, "fit articulation" and "altruistic motive articulation" blocks are presented in condition 6).

Table 1. Experiment stimuli structure and composition

Condition	Information blocks					
	Introduction	Fashion show picture	Fit articulation	Garments transportation picture	Commercial motive articulation	Altruistic motive articulation
1. No fit articulation - commercial motives	X	X			X	
2. No fit articulation - mixed motives	X	X			X	X
3. No fit articulation - altruistic motives	X	X				X
4. Fit articulation - commercial motives	X	X	X	X	X	
5. Fit articulation - mixed motives	X	X	X	X	X	X
6. Fit articulation - altruistic motives	X	X	X	X		X

Some of the developed conditions were composed of a few information blocks. Therefore, information presented in each block was kept succinct to prevent maturation effects which could reveal when respondents had to read a long press release. This was particularly relevant for conditions 2, 4, 6 and especially 5.

## 2.3 Pretest

### Pretest Design

The pretest was conducted to test whether the created conditions manage to manipulate fit and motive constructs as they are thought to. As a result of the pretest we would be able to see if respondents exposed to different stimuli presentations vary in their responses and the mean scores for pretested constructs vary significantly between the groups.

In the pretest questionnaire only questions related to the manipulated dimensions (fit and motive attribution) were included.

Conditions 1 (no fit articulation – commercial motives) and 6 (fit articulation – altruistic motives) were chosen for the pretest. Comparing the score means for manipulated constructs for these conditions would let us:

1. Directly compare means for global fit dimension when fit articulation is present and when there is no fit articulation.

2. Directly compare means for the cases of commercial and altruistic motive articulation.
3. Indirectly test mean scores for mixed motive articulation (as it is composed of commercial and altruistic motive articulation).

Sample for the pretest was composed of 32 students, randomly assigned to one of the pretested conditions. The links for the pretest questionnaire were placed in 2 social groups on facebook<sup>2</sup>. Respondent for the pretest were randomly driven from those groups.

Overall, each condition had 16 respondents. These responses were used to help us clarify whether developed stimuli indeed manipulate the designed constructs. As this manipulation is just a pretest before the following study the number of respondents is sufficient for the current purposes. Moreover, the complete final manipulation check with a larger number of respondents and all six conditions presented will be included in the final study.

### **Manipulation Variables Scales Development**

#### *Global Fit*

Fit articulation provision leads to higher perceived fit (Sohn et al 2012; Cornwell et al 2006; Weeks et al 2008). Therefore, to test how well we managed to manipulate fit articulation we need to measure the perceived fit between the sponsor and the object.

As this study does not focus on the congruence concept per se, for the convenience purposes a one-dimensional concept of global fit is applied.

In this study global fit dimension is measured on a 5-item, 7-point Likert scale borrowed from Speed and Thompson (2000). However, for the purposes of the study the order of questions was changed. The items were asked starting from more general and broad questions and finishing with more specific questions. Items and sequence of their presentation were the following: “There is a logical connection between DHL and the Fashion Week events”, “DHL and the Fashion Week events fit well together”, “It makes sense to me that DHL sponsors the Fashion Week events”, “DHL and the Fashion Week events stand for the same things” and “The image of DHL and the Fashion Week events are similar”.

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<sup>2</sup>- “NHH - Kjøp og salg” - a group for NHH students to sell/buy books, furniture, etc. :

<https://www.facebook.com/#!/groups/nhh.marked/>

“NHH MEBA” – a group for NHH master students: <https://www.facebook.com/groups/nhh.meba/>

### *Motive Attribution*

In this study we make a clear distinction between sponsor's motives for supporting an object and we use motive attribution as a manipulation variable. Thus, the items measuring the construct need to directly ask about the motives behind the sponsor-object relationship.

To measure the construct of commercial motive articulation a 4-item, 7-point Likert scale was adapted from Rifon et al (2004). The following items were created: "DHL sponsors the Fashion Week events mainly because the company wants to improve its image", "DHL sponsors the Fashion Week events mainly because the company wants to gain new customers", "DHL sponsors the Fashion Week events mainly because the company wants to persuade me to use its services" and "DHL sponsors the Fashion Week events mainly because the company wants to increase its sales".

Altruistic motive articulation was measured on a 3-item, 7-point Likert scale which was inspired by Rifon et al (2004) (the first two items) and Dean (2002) (the last third item): "DHL sponsors the Fashion Week events because ultimately the company cares about young and emerging designers", "DHL sponsors the Fashion Week events because the company has a genuine concern about the welfare of young and emerging designers" and "DHL is unselfish when sponsoring the Fashion Week events".

A 3-item, 7-Likert scale was developed as a combination of commercial and altruistic motive articulation to measure mixed motive articulation scale: "DHL is concerned about gaining new customers and at the same time supporting young designers", "DHL is concerned about improving the company's image and at the same time supporting young designers" and "DHL is concerned about increasing the company's sales and at the same time supporting young designers".

### **Pretest Analysis Results**

To find out whether there is a significant difference between variable mean scores between conditions 1 and 6 a t-test for independent samples was run. The adjusted SPSS output can be found in table 2.

From the table we can see that the mean score are not significantly different. Nevertheless, there is a difference between the means across conditions. For the global fit items the dynamics are as

they were predicted by the theoretical research (fit articulation leads to higher perceived fit). Presentation of condition 6, in which fit articulation was present, led to higher scores than condition 1 (no fit articulation present).

For motive articulation mean scores we can see that there are some interaction effects present between fit and motive articulation. However, we cannot give any specific answer about the dimensions interaction as not all conditions have been tested. This phenomenon will be studied further in the main study.

The insignificance of mean scores differences can be explained by a small number of respondents in the pretest. It is quite hard to reach normal distribution on such a small sample.

Table 2. Mean variable scores (conditions 1 and 6)

Variable	Condition	N	Mean	Sig.
<b>fit1</b>	1	16	3,188	,449
	6	16	3,625	
<b>fit2</b>	1	16	2,438	,912
	6	16	2,500	
<b>fit3</b>	1	16	3,375	,582
	6	16	3,688	
<b>fit4</b>	1	16	2,188	,373
	6	16	2,625	
<b>fit5</b>	1	16	3,125	,439
	6	16	3,625	
<b>commot1</b>	1	16	5,188	,634
	6	16	5,000	
<b>commot2</b>	1	16	5,313	,699
	6	16	5,125	
<b>commot3</b>	1	16	5,000	,535
	6	16	4,625	
<b>commot4</b>	1	16	5,813	,410
	6	16	5,438	
<b>altmot1</b>	1	16	2,688	,801
	6	16	2,813	
<b>altmot2</b>	1	16	2,563	,511
	6	16	2,250	
<b>altmot3</b>	1	16	2,375	,646
	6	16	2,625	
<b>mixmot1</b>	1	16	3,625	,532
	6	16	3,938	
<b>mixmot2</b>	1	16	3,625	,386
	6	16	4,125	
<b>mixmot3</b>	1	16	3,625	,180
	6	16	4,375	

As a result of the pretest, experiment conditions were adapted to better manipulate perceived fit and motive attribution. Despite the insignificant results for the mean difference test, only minor changes made to the experiment conditions:



- The following statements defining fit and motive articulation were put in **bold** in the press release text to make the message which is trying to be conveyed clearer and more articulate:
  - Fit articulation: “expertise in domestic and international shipping and logistics”, “masters the fashion supply chain”, “innovation is one of the DHL’s main corporate values”
  - Commercial motive articulation: “great mass media exposure”, “raise awareness among its customers”
  - Altruistic motive articulation: “assist emerging designers”, “spurs innovativeness in fashion by helping young designers”
- The sequence of sentences in commercial motive articulation was changed. The two sentences “By sponsoring Fashion Week DHL gets a **great mass media exposure** via a multi-channel communication strategy spanning TV, press and internet. DHL sees the sponsorship of Fashion Week as a great opportunity to **raise awareness among its customers** across 12 local markets” emphasizing commercial benefits from sponsorship were placed in the beginning of the commercial motive articulation block. More general sentences “Fashion Week is one of the most awaited events in the fashion industry. Each year a week of fashion shows is held at each of 12 fashion capitals: New-York, Berlin, Milan, London, Miami, Sydney, Tokyo, Zurich, Toronto, Moscow, Mumbai and Istanbul” were placed in the end of the block. Thus the commercial motive articulation has been made more vivid and salient.

Final information blocks content and appearance is presented be found in Appendix 3 (Only condition 5 is presented in the appendix as it contains all information blocks used in the experiment stimuli).

## 2.4 Final Study Questionnaire Development

Within this study we focused on how selected independent variables (fit articulation, motive attribution), moderating (involvement, self-congruence, frequency of use) and mediating variables (corporate ability, corporate social responsibility, persuasion knowledge, sponsorship attitude) influence the three dependent variables (attitude toward company, word of mouth and use). Previous knowledge of sponsorship was included in the study as a control variable to avoid effect of previously formed associations and already existent fit perception. Moreover, such demographic variables as age, gender, nationality and study institution were included in the study as individual variables to find out whether demographics of the respondent lead to a different perception of the sponsorship.

The scales measuring the study variables were taken from the relevant academic articles in the field of sponsorship and other fields of marketing. Some of the scales had to be adapted to the needs of the current study. The final composition of the study questionnaire can be found in Appendix 4.

### Dependent Variables

#### *Attitude toward Company*

“Attitude toward company” was measured a 4-item, 7- point semantic differential scale was borrowed from Speed and Thompson (2000). The four items used were: “bad/good”, “negative/positive”, “hard to like/easy to like” and “unfavorable/favorable”,

#### *Word of Mouth*

The word of mouth variable has not been used in the sponsorship related area and was borrowed for the purposes of this study from relationship marketing field. A 3-item, 7-point Likert scale from Arnett, German, and Hunt (2003) was applied for the study with minor change in wording and order of the questions: “I would probably describe DHL in a positive way”, “I would probably speak favorably about DHL” and “I would probably “talk up” DHL to people I know’. An introduction to the question was presented before the scales. It was supposed to clarify the situation in which the customer was or was not going to spread the word of mouth about the company.

## *Use*

To measure the “use” dimension a 3-item, 7-point Likert scale was employed from Speed and Thompson (2000). The items were slightly reworded and were stated in the following way: “This sponsorship would make me more likely to use DHL’s services”, “This sponsorship would make me consider DHL’s services next time I need to ship something” and “I would be more likely to use DHL’s services as a result of this sponsorship”. Two introductory questions before the scales presentation were clarifying the context in which the shipping need occurred.

## **Independent Variables**

### *Fit Articulation*

The same measures as in the pretest were used in the final study. The scales description can be found in the pretest description.

### *Motive Attribution*

The same measures as in the pretest were used in the final study. The only adjustment made was the reduction of items used to measure commercial motive articulation. Due to the large number of variables included in the main study we tried to reduce the number of items describing scales down to three where it was considered possible to avoid maturation effects. Therefore, for commercial motive articulation an item “DHL sponsors the Fashion Week events mainly because the company wants to persuade *me* to use its services” was excluded from the main study as among other items it called for the most subjective response. Altruistic and mixed motives articulation scales were left without changes. The scales description can be found in the pretest description.

## **Moderating Variables**

### *Involvement*

The measurement of the “involvement” variable was done on 3-item, 7-point Likert scales which was based on scales used by Haley (1996) and Speed and Thompson (2000). The item “Fashion Week is important to me” was taken from Haley (1996) and “I follow Fashion Week in the media” and “O would want to attend Fashion Week” were adapted from Speed and Thompson (2000).

### *Self-congruence*

Self-congruence was measured on a 3-item, 7-point Likert scale adopted from Sirgy et al (2007) (first and third items) and Haley (1996) (second item). The items were adapted for the needs of the study and were stated as follows: “I can relate to the fashion world”, “Fashion Week and I share the same values” and “I would feel comfortable among a group of Fashion Week fans”.

### *Frequency of Use*

To measure the “frequency of use” variable we included a multiple choice question “How often do you use DHL services?” with four possible answers “I have never used DHL’s services”, “1-2 times a year”, “3-4 times a year” and “more than 4 times a year”, which would help us distinguish between non-users, light and heavy users.

## **Mediating Variables**

### *Corporate Ability*

A developed 3-item, 7-point Likert scale for measurement of “corporate ability” variable was inspired by Brown and Dacin (1997). Information about DHL’s competencies was used for item generation (DHL, 2013). The three created statements with which the respondents had to agree or disagree were: “DHL offers a wider range of shipping services”, “DHL can deliver its services to more locations” and “DHL delivers its services faster”.

### *Corporate Social Responsibility (CSR)*

“Corporate social responsibility” was measured on a 3-item, 7-point Likert scale was adjusted from Brown and Dacin (1997). The following items were used: “DHL seems like a company that conducts business in a socially responsible way”, “DHL gives back to society” and “DHL contributes to society’s welfare more than other shipping providers”.

### *Sponsorship Attitude*

For “sponsorship attitude” variable measurement a 3-item, 7-point semantic differential scale was borrowed from Simmons and Becker-Olsen (2006). The three items used were: “unfavorable/favorable”, “bad/good” and “negative/positive”.

### *Persuasion Knowledge*

To measure the “persuasion knowledge” variable a 3-item, 7-point Likert scale was developed on the basis of the Hibbert et al. (2007) model of the relationship between persuasion knowledge and consumer responses to charity guilt appeals. In this model the notion of persuasion knowledge is comprised of three constructs: “manipulative intent”, “skepticism toward advertising tactics” and “credibility of specific ad”. On the basis of these constructs the following items aimed at measuring persuasion knowledge were developed: “DHL tries to manipulate my opinion about the company”, “I feel skeptical about DHL’s sponsorship tactics” and “I find DHL’s sponsorship of Fashion Week credible”. It is worth mentioning the last item is a reversely coded question.

### **Control Variables**

#### *Sponsorship Knowledge*

Since a real sponsorship example is used in the study “sponsorship knowledge” is included as a control variable. Some of the respondents might have known about the existent sponsorship and could have formed attitudes towards the sponsorship and the sponsor. The question “Did you know that DHL sponsored Fashion Week?” with two multiple choice answers “yes” and “no” would let us be in control of the previous knowledge effects.

### **Demographic Variables**

Four demographic variables (age, sex, nationality and study institution) were included in the study questionnaire. “Nationality” and “study institution” variables were added to tell which country/school a respondent comes from to see how the background of the respondent explains given responses. “Age” and “Sex” dimensions were included in the study to give us a better understanding of our respondents.

## 2.5 Sampling Procedure and Survey Execution Description

In the current study a convenience sample was used. This type of sampling was chosen because of the time and financial constraints of the project. An ability to reach a large number of students via official school emails also led to implementation of convenience sample. It is worth mentioning that the sample had a particular respondent profile with respect to field of studies, level of education, study institutions, social class and age. The respondents mainly were driven to participate in the survey from the following sources:

- NHH and GSOM student emails
- Social networks: groups on facebook.com<sup>3</sup> and vk.com

A sample mainly consisted of master students from two business schools: Norwegian School of Economics (NHH) and Graduate School of Management (GSOM). The sample was quite homogeneous: 129 out of 183 respondents attended one of these study institutions. The rest of 54 respondents were driven from social student groups on facebook, which are more heterogeneous in their nationalities, fields of study and backgrounds. NHH also has a lot of international students on its master programs. Therefore, quota sampling techniques were also taken into account. Although the quota requirements were not extremely strict, the gender and nationality proportions were tried to be kept more or less the same among 6 experimental groups. This has been done to ensure that the groups would be comparable between each other. Gender and nationality ratio description can be found in Appendix 5.

It is essential to mention that application of convenience sampling lead to limitations in interpretation of study results. The conclusions of the study cannot be extrapolated to the general population as convenience sampling is a nonprobability type of sampling and it is based on

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<sup>3</sup>- “NHH - Kjøp og salg” - a group for NHH students to sell/buy books, furniture, etc. :

<https://www.facebook.com/#!/groups/nhh.marked/>

“NHH MEBA” – a group for NHH master students: <https://www.facebook.com/groups/nhh.meba/>

- “NUS Exchange Students 2013” and “NUS Exchange Students (Spring 2013) [OFFICIAL]” –groups for incoming exchange students at National University of Singapore (NUS):

<https://www.facebook.com/#!/groups/nusexchangestudents2013/>;

<https://www.facebook.com/#!/groups/nusexchangespring2013/>

- “CEMS Worldwide” and “CEMS Global Networking and Social Life” – networking and information exchange groups for CEMS students: <https://www.facebook.com/#!/groups/102355296595973/> and

<https://www.facebook.com/#!/groups/552598248099319/>

researcher's preferences and access to respondents. Nevertheless, this type of sampling is suitable for exploratory research and experiments.

The questionnaire was executed in Qualtrics online survey platform. The questionnaire was set in a way that a respondent can only follow the link once to complete a survey (to avoid the problem of multiple answers from one respondent). Respondents were allocated to each condition group randomly with the help of the block randomization function in Qualtrics. The responses were collected anonymously, the setting in Qualtrics were set in a way that the system did not record respondent's IP addresses.

As to response rate, in total 337 respondents followed the questionnaire link. However, 154 respondents started to fill out the questionnaire but dropped out in the very beginning of the questionnaire, after stimuli presentation. Overall, response rate was at the level of 54% which is a high number for an online survey (Malhotra, 1999) taking into account that no remuneration was offered for completion of the questionnaire. Online survey does not secure the highest response rate, still it was chosen for its ability to reach out to large amount of respondents in a short time without attracting any financial or human resources. An online survey with an automatic coding of responses also eliminated possible errors related to data input and recoding. Moreover, the problem of missing values was also eliminated as an online survey was set in a way that respondents could not switch to the next question block without having completed all of the questions in the previous section.

## Chapter 3. Results

### 3.1 Factor analysis

To reduce the amount of initial variables factor analysis was performed. Initially 13 different factors were expected (company attitude, word of mouth, use, sponsorship attitude, corporate ability, CSR, involvement, self-congruence, perceived fit, commercial motives, altruistic motives, mixed motives and persuasion knowledge). To group 42 initial variables into a smaller set of dimensions an exploratory factor analysis was conducted.

All of the 42 variables were measured on the same level. All of the variables were measured on 7-point interval scales (7-point Likert scale and 7-point semantic differential). The condition of an absolute minimum of one hundred respondents was also satisfied as the actual number of respondents equal to 183. Therefore, Factor analysis could be performed on the given data set. Moreover, the results of Kaiser-Meyer-Olkin and Bartlett's tests signified that conduction of factor analysis would be meaningful (table 3). P-value of Bartlett's test of Sphericity is less than 0.05; therefore the null hypothesis about uncorrelatedness of variables can be rejected. This means that variables included in the analysis are correlated significantly to conduct the factor analysis. The Kaiser-Meyer-Olkin global measure of sampling adequacy (MSA), which measures the degree of correlation between the variables, is equal to 0.863 ( $>0.50$ ), identifying that the correlation is high enough. Individual MSA values (can be found in the anti-image correlation matrix) are also higher than 0.50, none of the individual variables need to be excluded from the factor analysis.

Table 3. Kaiser-Meyer-Olkin and Bartlett's test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Approx. Chi-Square		6487,575
Bartlett's Test of Sphericity	df	861
	Sig.	.000

High values in “Communalities – Extraction” (table 4) (the lowest value is 0,554) mean that all variables analyzed are relevant for the dimension definition.



Table 4. Communalities - Extraction

<b>Variable</b>	<b>Initial</b>	<b>Extraction</b>	<b>Variable</b>	<b>Initial</b>	<b>Extraction</b>
<i>compatt1</i>	1,00	0,766	<i>involv3</i>	1,00	0,738
<i>compatt2</i>	1,00	0,662	<i>selfcong1</i>	1,00	0,779
<i>compatt3</i>	1,00	0,685	<i>selfcong2</i>	1,00	0,812
<i>compatt4</i>	1,00	0,710	<i>selfcong3</i>	1,00	0,653
<i>wom1</i>	1,00	0,761	<i>fit1</i>	1,00	0,726
<i>wom2</i>	1,00	0,759	<i>fit2</i>	1,00	0,848
<i>wom3</i>	1,00	0,721	<i>fit3</i>	1,00	0,787
<i>use1</i>	1,00	0,895	<i>fit4</i>	1,00	0,745
<i>use2</i>	1,00	0,896	<i>fit5</i>	1,00	0,787
<i>use3</i>	1,00	0,921	<i>commot1</i>	1,00	0,554
<i>sponatt1</i>	1,00	0,917	<i>commot2</i>	1,00	0,749
<i>sponatt2</i>	1,00	0,926	<i>commot3</i>	1,00	0,774
<i>sponatt3</i>	1,00	0,924	<i>altmot1</i>	1,00	0,760
<i>ca1</i>	1,00	0,690	<i>altmot2</i>	1,00	0,808
<i>ca2</i>	1,00	0,828	<i>altmot3</i>	1,00	0,578
<i>ca3</i>	1,00	0,739	<i>mixmot1</i>	1,00	0,857
<i>csr1</i>	1,00	0,717	<i>mixmot2</i>	1,00	0,842
<i>csr2</i>	1,00	0,798	<i>mixmot3</i>	1,00	0,871
<i>csr3</i>	1,00	0,699	<i>perskn1</i>	1,00	0,703
<i>involv1</i>	1,00	0,854	<i>perskn2</i>	1,00	0,672
<i>involv2</i>	1,00	0,818	<i>perskn3</i>	1,00	0,638
Extraction Method: Principal Component Analysis.					

The conducted Factor analysis indicated that all variables loaded on 10 dimensions, which together explain 77,1% of the total variance (table 5).

Table 5. Factor loadings

Component	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	12,61	30,03	30,03
2	4,68	11,15	41,18
3	3,33	7,94	49,12
4	2,32	5,53	54,64
5	2,28	5,42	60,06
6	1,99	4,75	64,81
7	1,54	3,66	68,47
8	1,42	3,37	71,84
9	1,19	2,83	74,67
10	1,00	2,39	77,06

Table 6. Rotated Component Matrix

	Component									
	1	2	3	4	5	6	7	8	9	10
wom2	0,834	0,056	0,037	-0,037	-0,051	0,091	0,196	0,052	0,073	0,019
wom1	0,83	0,063	0,045	-0,102	0,03	0,089	0,168	0,045	0,126	-0,006
compatt1	0,827	-0,021	0,081	0,132	0,023	0,061	0,101	0,032	0,166	-0,122
compatt3	0,792	0,118	0,091	0,088	0,1	0,006	0,089	0,085	0,018	-0,038
compatt4	0,789	0,084	0,082	0,208	0,044	0,049	0,099	0,086	0,095	-0,005
compatt2	0,753	0,075	0,097	0,094	-0,005	0,06	0,051	0,071	0,219	-0,105
wom3	0,729	0,04	0,089	0,095	0,137	0,178	0,201	-0,11	0,044	0,256
involv1	0,076	0,86	0,19	0,13	0,159	0,091	0,13	-0,059	0,025	0,028
involv2	0,064	0,853	0,187	0,065	0,163	0	0,125	-0,023	-0,031	0,063
selfcong1	0,055	0,848	0,049	0,132	0,119	0,11	0,011	0,081	0,025	-0,052
selfcong2	0,05	0,841	0,177	0,094	0,068	0,15	0,132	0,028	0,108	0,072
involv3	0,182	0,806	0,092	0,115	0,127	0,108	0,018	0,048	-0,057	-0,013
selfcong3	-0,019	0,754	0,095	0,127	-0,001	0,008	-0,089	0,019	0,213	0,072
fit2	0,061	0,168	0,812	0,171	0,036	0,206	-0,003	0,131	0,156	-0,204
fit1	0,069	0,102	0,8	0,083	0,103	0,163	-0,019	0,095	0,039	-0,129
fit3	0,086	0,166	0,774	0,105	0,079	0,239	-0,031	0,173	0,072	-0,209
fit5	0,125	0,226	0,759	0,151	0,178	0,103	0,121	-0,093	0,114	0,205
fit4	0,107	0,206	0,711	0,31	0,193	0,101	0,053	-0,006	0,146	0,131
perskn3	0,094	0,096	0,579	0,305	0	0,242	0,009	0,103	0,029	-0,349
mixmot2	0,068	0,152	0,14	0,861	0,08	0,152	0,009	0,081	0,122	-0,048
mixmot3	0,035	0,192	0,108	0,842	0,111	0,19	0,109	0,182	0,108	-0,079
mixmot1	0,099	0,165	0,202	0,837	0,133	0,173	0,064	0,136	0,004	-0,087
altmot1	0,214	0,149	0,429	0,664	0,133	-0,01	0,118	-0,176	0,009	0,071
altmot2	0,186	0,144	0,45	0,633	0,099	0,042	0,103	-0,284	0,052	0,208
altmot3	0,116	0,122	0,358	0,4	0,072	-0,067	0,237	-0,32	0,216	0,217
use2	0,044	0,207	0,089	0,128	0,899	0,08	0,022	0,079	0,068	-0,035
use3	0,091	0,191	0,181	0,146	0,884	0,161	0,077	0,009	0,086	-0,022
use1	0,061	0,172	0,172	0,12	0,87	0,18	0,114	-0,036	0,108	-0,048
sponatt1	0,158	0,143	0,316	0,171	0,138	0,838	0,044	0,015	0,075	-0,115
sponatt3	0,184	0,194	0,307	0,17	0,184	0,827	0,004	0,02	0,086	-0,07
sponatt2	0,194	0,185	0,294	0,212	0,212	0,812	0,049	0,045	0,064	-0,093
ca2	0,299	0,113	0,012	0,146	0,089	-0,028	0,806	0,07	0,191	-0,072
ca1	0,219	0,134	0,046	0,071	-0,011	0,049	0,753	0,068	0,203	-0,042
ca3	0,398	0,011	0,01	0,063	0,157	0,043	0,74	-0,025	0,044	0,001
commot3	0,168	0,09	0,124	0,043	-0,009	-0,027	0,015	0,835	-0,027	0,149
commot2	0,097	-0,003	0,088	0,049	0,057	0,046	0,105	0,835	-0,099	0,083
csr2	0,338	0,096	0,194	0,107	0,175	0,087	0,119	-0,051	0,755	-0,029
csr1	0,313	-0,004	0,191	0,159	0,002	0,062	0,252	-0,015	0,683	-0,149
csr3	0,284	0,214	0,117	0,061	0,175	0,096	0,232	-0,138	0,655	0,115

perskn1	0,01	0,105	-0,073	0,013	-0,102	-0,09	-0,122	0,223	-0,061	0,775
perskn2	-0,09	0,05	-0,356	-0,166	-0,018	-0,292	0,068	0,001	-0,047	0,644
commot1	-0,053	0,023	0,049	0,317	0,039	0,238	-0,074	0,395	0,144	0,456

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.  
a. Rotation converged in 10 iterations.

In the rotated component matrix (table 6) variables' loadings on ten relevant factors can be found. We will mainly refer to rotated component matrix (instead of simple component matrix), as in it the allocation of each variable to a specific factor is clearer. For the sample size of 183 respondents the minimum factor loading which will be considered significant is between 0,45 and 0,40 (Janssens, Wijnen, De Pelsmacker, & Van Kenhove, 2008).

Finalization of dimensions and summation of variables is based on the rotated component matrix and researcher's assumptions based on preliminary trial data analysis and relevant literature review.

Although "company attitude" and "word of mouth" initially were expected to be two different factors in the analysis, in the rotated component matrix they loaded on one factor. Before "wom2", "wom1", "compatt1", "compatt3", "compatt4", "compatt2" and "wom3" were summated into one factor a preliminary analysis was ran to make sure that the spotted interaction effects between the moderating factor mean split of "av\_selfcong" and experimental condition were not lost when "company attitude" and "word of mouth" were combined into one variable.

As to "self-congruence" and "involvement", initially these dimensions were expected to load as two different factors; however, according to rotated component matrix they compose one factor. Nevertheless, only self-congruence related variable was kept for summation. This decision was made on the basis of preliminary tests. A number of interesting effects were discovered as a result of interaction analysis between experimental conditions and mean split of "self-congruence" on the dependent and mediating measures. Therefore, only "selfcong1", "selfcong2" and "selfcong3" were kept for further hypothesis testing. The variables "involv1", "involv2" and "involv3" were not used for the factor construction.

The third factor was loaded with 6 variables: "fit2", "fit1", "fit3", "fit5", "fit4" and "perskn3". "Perskn3" has a factor loading of 0,579 (table 6), which is not a very strong indication that it

should be assigned to the “fit” factor. However, “perskn3” is assigned to the third factor which by itself explains 7,9% of the total variance (table 5). Therefore, “perskn3” variable (“I find DHL’s sponsorship of Fashion Week credible”) has been marked as a separate factor “*credibility*”. According to literature on sponsorships, credibility is an important notion, especially in cases of altruistic, cause sponsorships and advocacy advertising (Haley, 1996). Source credibility has various effects on message evaluation and behavioral response of the consumer (Ohanian, 1990). Source credibility can make the information in a message more valuable and reliable (Anderson, 1971). Different sources vary in their perceived credibility. Nonprofits and governments are seen by consumers as more trustworthy than corporations (Haley, 1996). Among commercial sponsors companies with vested commercial interests are seen more credible than companies without any evident reason (Haley & Wilkinson, 1994).

The conducted factor analysis has discovered that altruistic and mixed motives have loaded on one factor. Moreover, the two-way between-groups ANOVA test did not show any significant difference between the respondents’ reactions (difference in “av\_use” and “av\_compatt\_wom”) to the presented stimuli. The motive attribution questions were mainly included as a manipulation check. The similarity between the 6 groups responses can be partially explained by a small number of respondents assigned to each specific condition ( $N_1=30$ ;  $N_2=31$ ;  $N_3=30$ ;  $N_4=31$ ;  $N_5=30$ ;  $N_6=31$ ). The larger number of respondents would have probably made the difference between the groups more significant. The dynamics seen in the variance analysis are in the right direction: means do differ between the groups (Appendix 6). A bigger number of respondents would most likely have led to significant differences. As a result of factor loadings and insignificant response difference between the groups, the motive articulation variables would not be used for analysis as mediating variables. They would be treated only as manipulated constructs. Thus, factors 4 and 8 (variables “mixmot2”, “mixmot3”, “mixmot1”, “altmot1”, “altmot2”, “altmot3”, “commot3” and “commot2”) are excluded from the analysis.

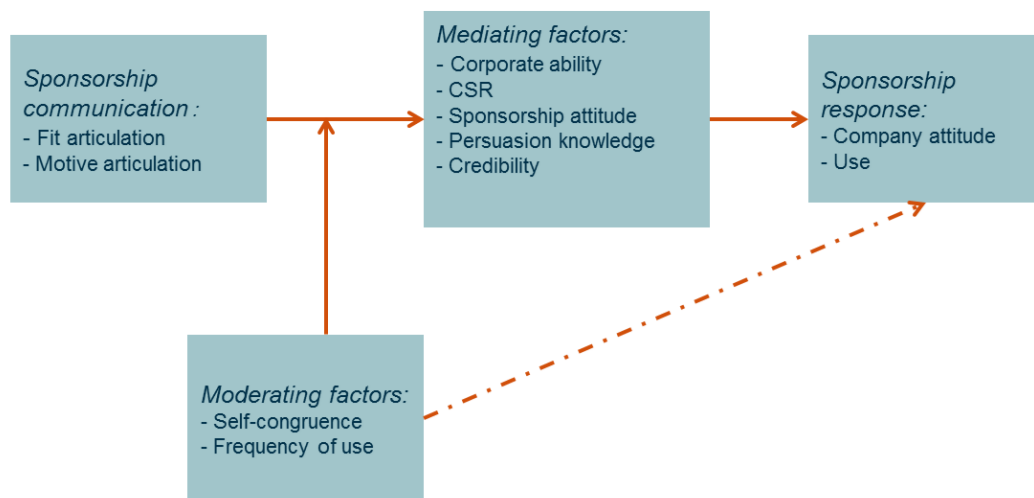
Factors “use”, “sponsor attitude”, “corporate ability” and “CSR” loaded as expected. Summated variables “av\_use” (“use2”, “use3”, “use1”), “av\_sponatt” (“sponatt1”, “sponatt3”, “sponatt2”), “av\_ca” (“ca2”, “ca1”, “ca3”) and “av\_csr” (“csr2”, “csr1”, “csr3”) were calculated.

The last factor “persuasion knowledge” was computed as an average of “perskn1” and “perskn2”. “Commot1” variable was not included in summation as it has a factor loading of 0,456 (table 6),

which is not a very strong indication that it should be assigned to the “persuasion knowledge” dimension. Moreover, “commot1” is a motive attribution related variable and as it has been mentioned above it would not be used for mediation analysis.

On the basis of the conducted factor analysis the conceptual research model was adjusted to incorporate summation, reduction and introduction of new factors. The adjust model is depicted in figure 5.

Figure 5. Adjusted conceptual research model



### 3.2 Test of Assumptions

The research hypotheses (H1, H2 and H3) were tested with the help of such statistical test as ANOVA (one-way analysis of variance) and independent sample T-test. For the analysis of H4 a multiple mediation analysis was conducted with the help of SPSS macro developed by Preacher and Hayes (2008). Application of these tests implies several assumptions. The main tests assumptions are: normality of distribution, homogeneity of variance, independence of groups [Coakes, 2013].

#### *Normality of Distribution*

Normality of distribution was analyzed for the whole sample and also for the split samples (fit articulation– no fit articulation samples; commercial – altruistic – mixed motives samples). Skewness and kurtosis values from the descriptive statistics output (Appendix 7) were used to identify whether the variables have normal distribution. When skewness and kurtosis values are below |1|, variables are distributed normally. Skewness values for all sample splits satisfy the condition of normality. However, there is some deviation in the values for kurtosis for corporate social responsibility (whole sample, altruistic motives and fit and no fit articulation samples), corporate ability (mixed motives sample) and use (altruistic motives sample) variables. Positive values above one for kurtosis mean that the distribution is peaked and that the variables are grouped around the mean, whereas negative values above one stand for a wider peak of distribution with values spread more around the mean. However, the risks associated with high and flat kurtosis are reduced with larger samples. Violation of normality conditions calls for application of non-parametric tests to recheck the results. To avoid possible risks associated with non-normality of distribution, “use” dependent variable was excluded from the analysis.

#### *Homogeneity of Variance*

Homogeneity of variance assumes that samples across different experimental groups have equal variances. Together with every two-way between-groups and one-way ANOVA test output analysis Levene’s test results were checked to ensure that the homogeneity of variance assumption was not violated.

### *Independence of Groups*

The experiment and data collection were conducted in way that a single participant appeared only in one group. This has been secured by questionnaire settings (for each respondent the link could only be accessed once). Assignment to each group was also done randomly (random presentation of press releases). These measures helped to keep the groups unrelated and independent of each other.

### **3.3 Hypotheses testing**

The main effects of fit and motive articulation are tested in H1-H3. H1 predicts that no fit articulation in the case of altruistic motive articulation will lead to better results. H2 and H3 foretell that fit articulation will to better sponsorship perception for commercial and mixed articulation of sponsorship. H4 and H5 studied interaction effects, whereas H7 was dedicated to detection of mediation effects.

The results from T-test for independent samples show that there is no significant difference between providing and not providing fit articulation for any motive attribution (table 7). P-values for commercial, mixed and altruistic motives accordingly are 0.473, 0.617, 0.958. P-values are greater than 0.05 and this means that H1, H2 and H3 are rejected. Levene's test indicates that all samples have equal variances (test values are greater than 0.05), thus the condition of homogeneity of variance is not violated.

Table 7. Mean scores for fit/ not fit articulation

motive_artic			N	Mean	Levene's test	Sig.
commercial motive	Total_att_wom	fit articulation	31	5,198	0,473	0,700
		no fit articulation	30	5,286		
mixed motive	Total_att_wom	fit articulation	30	5,162	0,617	0,915
		no fit articulation	31	5,189		
altruistic motive	Total_att_wom	fit articulation	31	5,005	0,958	0,104
		no fit articulation	30	5,414		



Analysis of H4 and H5 is aimed at showing whether the effect of independent variables on the dependent variable is moderated by the factors suggested in the conceptual model (self-congruence and frequency of use). The analysis was conducted with the help of two-way between-groups ANOVA and T-test for independent samples. “Self-congruence” and “frequency of use” were adjusted for the analysis. “Self-congruence” was recoded into a nominal variable (high/low self-congruence) with a help of a mean split function. The new “MS\_av\_selfcong” variable is used for detection of interaction effects. “Frequency of use” was also recoded to form larger groups. The new recoded variable had two levels “non-users” (respondents who have never used DHL’s services) and “users” (respondents who used DHL’s services at least once).

A two-way between-groups ANOVA test was run to discover interaction effect between the chosen conditions and “MS\_av\_selfcong” variable. The detected results are depicted in table 8.

Table 8. Significance of interaction effects between selected conditions and MS\_av\_selfcong

Condition	Sig. (Condition*MS_av_selfcong)
Commercial motives (G1G4)	,099
Mixed motives (G2G5)	,548
Altruistic motives (G3G6)	,006

From the table 8 we can see that the interaction effect is significant for experimental groups 3 and 6 (no fit articulation-altruistic motives and fit articulation-altruistic motives). P-value for these groups is equal to 0.006, which is less than 0.05. Interaction effect for commercial motive subgroup (group 1 and 4: no fit articulation – commercial motives and fit articulation – commercial motives) is significant at 10%. These interaction effects are presented graphically in figure 6. Visually there is a difference in the scores for “brand attitude variable”. T-test for independent samples will confirm whether the seen difference is significant (table 9).

Figure 6. Brand attitudes among respondents with high and low level of self-congruence.

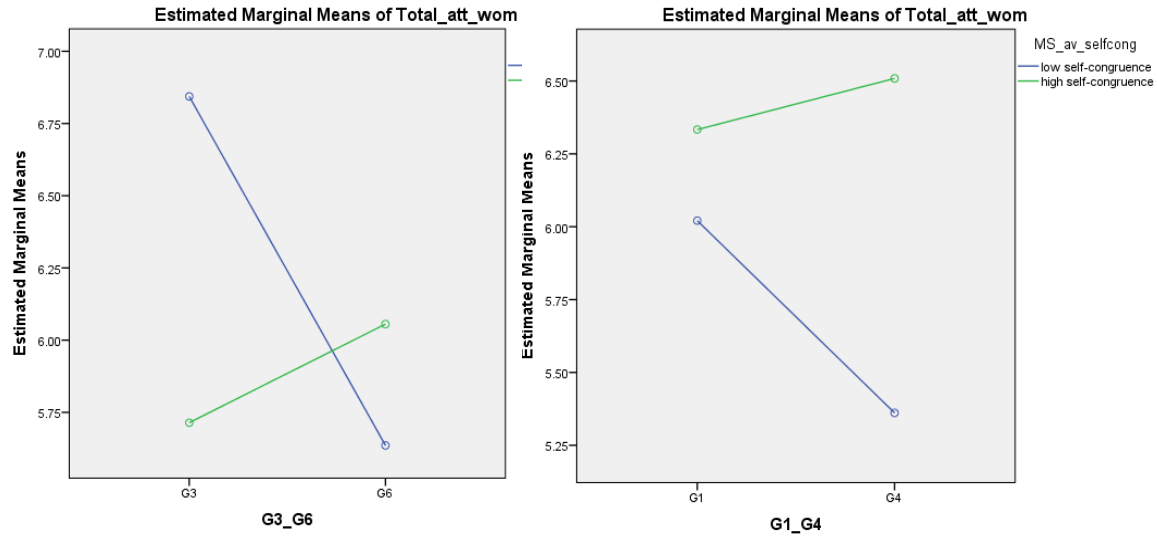


Table 9. Mean scores for high/low self-congruence cases among experimental groups

Self-cong.			N	Mean	Levene's test	Sig.
low	Total_att_wom	G3	16	6,844	0,009	0,002
		G6	16	5,635		
high	Total_att_wom	G3	14	5,714	0,219	0,432
		G6	15	6,056		
low	Total_att_wom	G1	16	6,021	0,864	0,072
		G4	12	5,361		
high	Total_att_wom	G1	14	6,333	0,439	0,618
		G4	19	6,509		

The difference between groups (G3 and G6; G1 and G4) is only significant for the case of low self-congruence ( $p\text{-value}_{\text{low selfcong,G3G6}} = 0.002 < 0.05$ ;  $p\text{-value}_{\text{low selfcong,G1G4}} = 0.072 < 0.1$ ). Thus, we can accept H4a (for the cases of commercial and altruistic motives) and reject H4b. Consumers with low self-congruence have better brand attitudes when there is no fit articulation. There is no significant difference in brand attitude for consumers with high self-congruence.

For testing H5 the same test were run as for H4. All of the supporting tables and graph can be found in Appendix 8. Interaction effects were studied for groups G1 and G4 (commercial motives,  $p\text{-value}_{\text{G1G4*frequency\_adj}} = 0,084$ , significant at 10% level) and G2 and G5 (mixed

motives,  $p\text{-value}_{G2G5*frequency\_adj} = 0,048$ , significant at 5% level). However, no significant difference between responses to fit articulation between users and non-users was found ( $p\text{-value}_{nonusers,G2G5} = 0,108$ ;  $p\text{-value}_{users,G2G5} = 0,223$ ;  $p\text{-value}_{nonusers,G1G4} = 0,211$ ;  $p\text{-value}_{users,G1G4} = 0,261$ ). Thus, H5a and H5b are rejected.

H6 was tested by mediation analysis with the help of the two-way between-groups ANOVA test and INDIRECT SPSS macro developed by Preacher and Hayes (2008). For the cases with significant interaction between experimental groups and “MS\_av\_selgcong” (table 8) and “frequency\_adj” (Appendix 8) a two-way between-groups ANOVA test was run to discover which independent variable can be included in the mediation analysis. The effect of each independent variable on the interaction terms is listed in table 10.

Table 10. Effect of independent variables on interaction terms

Variable	Sig. (G3_G6*MS_av_selfcong)	Sig. (G1_G4*MS_av_selfcong)	Sig. (G2_G5*frequency_adj)	Sig. (G1_G4*frequency_adj)
Corporate ability	<b>0,024</b>	0,370	0,496	0,159
CSR	<b>0,018</b>	0,221	0,750	0,316
Persuasion knowledge	0,543	0,609	0,887	0,565
Sponsorship attitude	0,812	0,231	0,405	<b>0,069</b>
Credibility	0,618	0,561	0,777	0,928

From the table it can be seen that mediation analysis needs to be run for interaction term “G3\_G6\*MS\_av\_selfcong” and corporate ability ( $p\text{-value} = 0,024$ ) and CSR ( $p\text{-value} = 0,018$ ) and for interaction term “G1\_G4\*frequency\_adj” and sponsorship attitude ( $p\text{-value} = 0,069$ , significant at 10% interval). The other two cases (G1\_G4\*MS\_av\_selfcong and G2\_G5\*frequency\_adj) were not suggested for mediation analysis as all the paths from independent variables to mediators (a-paths) are insignificant. Thus, there is no need for further mediation analysis.

The INDIRECT SPSS macro output from the mediation analysis between corporate ability, CSR and interaction term “G3\_G6\*MS\_av\_selfcong” is provided below in table 11.

Table 11. Multiple mediation: Impact of motive and fit articulation on company attitude via corporate ability and CSR

					Bootstrap results	
Sig.					Conf. interval (95%)	
Variable	a-path	b-path	c-path	c'-path	lower	upper
av_ca	0,0238	0,0134			0,0351	1,1649
av_csr	0,0183	0,0155			0,0415	1,2243
interaction			0,0062	0,1529		

The significance of a-, b- and c- paths indicates that there is:

- A significant influence of interaction term on corporate ability and CSR (path a)
- A direct effect of corporate ability and CSR on company attitude (path b)
- A significant total effect of interaction term on company attitude (path c)

Significance of path c' explains that mediation is complete. If Bootstrap results are considered, corporate ability and corporate social responsibility are significant mediators, since their 95% confidence interval does not contain zero.

Analogically, the same conclusions can be made about the mediation analysis of sponsorship attitude variable (table 12). Sponsorship attitude is a significant mediator which explains full mediation.

Table 12. Simple mediation: Impact of motive and fit articulation on company attitude via sponsorship attitude

					Bootstrap results	
Sig.					Conf. interval (95%)	
Variable	a-path	b-path	c-path	c'-path	lower	upper
av_sponatt	0,0686	0,0042			0,0402	1,0364
interaction			0,084	0,2715		

Thus, after conduction of mediation analysis we can accept H6a, H6b (for MS\_av\_selfcong moderator) and H6c (for frequency\_adj moderator). The rest of H6 is rejected due to insignificant influence of the interaction term on the mediating variables (path a).

### 3.4 Findings

The conducted study revealed that fit articulation does not create significant difference in perception of the company. Within any motive articulation group (commercial, altruistic or mixed motives) mean score variables of company attitude are not significantly different regardless whether fit articulation is provided or not.

The effects of fit and motive articulation only became evident when the sample was split on the basis of individual background variables. Using the mean split of self-congruence variable produced significant differences in consumers' company attitude in response to provided fit articulation in case of altruistic motive articulation. Although, splitting the sample on the basis of frequency of use did not give significant results, the magnitude of differences became more salient. Thus, self-congruence and frequency of use were found to moderate the relationship between the fit and motive articulation and company attitude.

Moreover, significant interaction effect was discovered between certain experimental groups and the mean split of self-congruence and frequency of use. The interaction between commercial and altruistic motive articulation and self-congruence was found. Significant interaction between commercial and mixed motive articulation and frequency of use was also reported.

Lastly, mediation analysis revealed that corporate ability and corporate social responsibility mediate the relationship between the interaction term "G3\_G6\*MS\_av\_selfcong" and company attitude in the case of altruistic motive articulation. Sponsorship attitude was found to mediate the relationship between the term "G1\_G4\*frequency\_adj" and company attitude in case of commercial motive articulation.

### 3.5 Discussion and Implications

This research has focused on the finding answers to the two research questions stated in the beginning of the paper:

RQ 1: What is the right combination of fit and motive articulation in a specific situation?

RQ 2: What are the mechanisms and factors influencing formation of the attitude towards the company when it comes to sponsorship?

The conducted study has partially helped to answer the stated research questions. For more conclusive results on these research questions another study taking into account the recommendations provided in Limitations and Future Research section should be conducted.

As for results of the current study in response to RQ1, it can be stated that when consumers have low self-congruence with the sponsorship object no fit articulation will have better results on brand attitude in cases of altruistic and commercial articulation. This effect can be explained in the following way. When consumer has low-congruence with the object, he does not share the same values with the object; he is not involved with it and does not have like the event enough to activate the object and company's schemas assimilation. According to the literature, a consumer needs to make an effort to accommodate new knowledge inconsistent with his current schema, or needs to like the object strong enough for an easy schema "spill-over" to happen. So, in case of low self-congruence the liking and willingness to accommodate schema is not strong enough, therefore, provision of the new information (fit articulation) does not increase sponsor-object congruence, but is perceived as a commercial message. If the sponsorship is perceived as a commercial deed, it leads to a worse perception of the sponsorship and thus, according to balance theory, to worse attitudes towards company.

The difference in brand attitudes is even larger in the case of altruistic motive articulation than in the case of commercial motive articulation. The line in the figure 6 is steeper for groups 3 and 6 than for groups 1 and 4. This means that with provision of fit articulation elaboration process is started and when commercially perceived fit articulation information is presented together with altruistic motive articulation the consumer assumes that the sponsor pursues ulterior motives. While in the case of commercial motive articulation these motives are salient and not surprising, thus, they lead to a smaller decrease on company attitude. When no fit articulation is provided group 3 scores higher than group 1, this can be explained that sponsorships with altruistic motive articulation are generally perceived better.

As a response to RQ2, three mediating factors were found in the analysis of H6. Corporate ability and CSR mediate the effect of interaction term "G3\_G6\*MS\_av\_selfcong" on sponsorship attitude. Mediation effect of corporate ability can be explained in the following way. If the consumer is self-congruent with the object, it shares the same values with it. A consumer is probably also trying to express himself through consumption or he is even trying to be

associated with some of the product characteristics. Therefore, corporate ability is important to consumer and thus it mediates the effect on sponsorship attitude. As to CSR, this mediating effect is relevant because this effect is applied to groups with altruistic motive articulation. If the company wants to become perceived as altruistic in its sponsorship motives, it should probably already possess some CSR related corporate associations.

Sponsorship attitude mediates the effect of interaction term “G1\_G4\*frequency\_adj” on sponsorship attitude. This mediation effect takes place because frequency of use (which is per se a behavioral response to company’s marketing activities) is a consequence of the company attitude. Formation of company attitude can be explained via balance theory. If the consumer has a positive attitude toward sponsorship he will most likely form a positive attitude toward the company to restore the balance in his thoughts and perceptions.

Talking about “persuasion knowledge” variable it is not unexpected that it did not reveal itself in the mediation analysis. Due to the placing of items related to persuasion knowledge variable in the very end of the questionnaire after mediating and moderating variables so that it did not have a chance to reveal itself. This has been done intentionally as it has been indicated by Campbell and Kirmani (2000) that persuasion knowledge does not affect other responses of the responded unless it is brought up.

“Credibility” variable might have not disclosed itself as a mediating variable due to the fact that this variable was not measured intentionally. It was included in the conceptual model after factor analysis has been conducted and the variable “perskn3” loaded together with fit variables which were not used in the analysis (table 6). Thus “perskn3” formed a separate factor “credibility”.

Overall, when a company makes a decision about the choice of fit and motive articulation it should keep in mind the effect of the following constructs: self-congruence, frequency of use, corporate ability, CSR and company attitude.

### **3.6 Limitations and Future Research**

The conducted study has its own limitations. In this section several suggestions will be presented with respect to how the current study could be extended and improved for providing theoretically more sound outcomes. Improvements would be suggested in the following areas: stimuli development, experiment design, scales development, sampling and motive articulation.

## **Stimuli development**

One of the reasons for getting insignificant difference in mean scores for dependent variable when choosing fit or motive articulation as a split variable might lie in the developed stimuli. Although a lot of issues were taken into account while developing the experiment material: internal validity, information medium credibility, visual support and exclusion of other brand names. However, there are some issues which were not taken into control. For example, *choice of the sponsorship object*.

When choosing the sponsorship object for stimuli development, the general interests across the respondent groups should be taken into account. As it happened with Fashion Week object, female respondents scored significantly higher on company attitude in comparison to male respondents. The world of fashion and glamour usually has greater appeal to women. This might have an impact on the dependent variable, which was not taken into account when the conceptual model was developed. Using objects with female, male and neutral character might be an interesting idea to be incorporated in the future research.

## **Experiment Design**

In the current study the *control group* was not included. The research results would have been more accurate if the control group “fit articulation – no motive articulation” was present. This was not done as the experiment already had 6 different groups engaged in the study. Comparisons between different groups were able to give an estimate of the effect of each variable. However, having included the test group would have allowed us to observe the “pure” effect of providing fit articulation. Without inclusion of the control group we can only judge about the relative effects. Moreover, some interaction between motive and fit articulation can happen, which would be hard to spot without a control group.

As to *number of sponsorship examples*, in the current research all conclusions are driven on the example if only one sponsorship. It might be a good idea to include another example of sponsorship in the study to control for mono-operation bias. This particular example of Fashion Week might not be representative for other sponsorship examples. Thus, the result of this study could not be extrapolated to other situations, as it is not able to measure the whole breadth of the concept by itself and thus it lacks external validity.



## **Scales Development**

The conducted factor analysis has shown that some of the dimensions did not load as predicted. This might have happened because of borrowing of the scales from studies in the other fields of marketing with sufficient adaptation for the peculiarities of the sponsorship field. It might be a good idea to pretest the borrowed scales together with the pretest for manipulation effect of independent variables.

## **Sampling**

For the current study a convenience sample was used to discover the effects of fit and motive articulation on sponsorship response. This was appropriate for this research as it is an exploratory quantitative research and it allows for a non-representative sample. However, if the results of this study are to be extrapolated to the whole population, they need to be confirmed with another study using a sample more representative of the whole population.

As an overall recommendation the number of respondents should be increased. The sample is large enough by itself, but sometimes when it comes to comparative analysis by groups the number of respondents is too low to be able to reach significant results for conducted tests and comparisons.

## **Motive Articulation**

One of the possible suggestions in the field of motive articulation would be inclusion in articulation message motivations of both, the sponsor and the object. This would make the sponsor-object relationship in the eyes of the consumer to be more symmetrical and fair [Seitanidi Ryan, 2007]. If both parties explain what they expect from the relationship is becoming relational, rather than just transactional.

The parties should also highlight what intangible benefits they are expecting to receive via engaging in sponsorship, for example, knowledge transfer or expertise sharing. When the parties are interested in the process of interaction, not just short term financial benefits, the sponsorship is perceived by customers as more trustworthy and less commercial [Seitanidi Ryan, 2007].

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## Appendices

### Appendix 1. Forms of Corporate Community Involvement

Forms of CCI	Meaning	Motivation	Expectations	CC Stage	Examples	Representative Authors
Philanthropy/Charitable Donations	Asymmetrical relation; in cash or in kind support considered as 'gifts'	Altruism	Limited public recognition	Philanthropic	£10,000 donated to a Charity	Wrago, 1994; Kottan, 1997; Cullip et al., 1994
Benefaction	Asymmetrical support; usually of an individual whose support serves the public good. Today usually performed through corporate foundations.	Enlightened self-interest	Subtle public recognition	Philanthropic	£10,000,000 donated to build a school, a library, hospital	Skaltis 1992; Herzfeldt, 1997; Coutoups, 1996; Seitanidi, 1999
Patronage	Asymmetrical support; lacking the definite benefits inherent in sponsorship. The object of promotion is absent. Outside the course of business or trade	Close association of the created place	Subtle public recognition	Philanthropic	£10,000 donated to an artist to support his work (covering costs) of creating a painting; ownership of the art work might be claimed	Skaltis, 1992; ABSA, 1997
Sponsorship	Symmetrical relation; transfer of resources (in cash or in kind) within the course of business or trade aiming to promote a business, product or service and receiving in exchange compensation rewards.	Sales promotion, advertising	Compensation rewards: predominantly tangible but also some intangible benefits	Transactional	Tennis Federation for the support of tennis championships in exchange of advertising space and time	Meenaghian, 1984; Meenaghian, 1983; Meerabeau et al., 1991; Meenaghian and Flood, 1983; Hustings 1984; McDonald 1991; Meenaghian 1991a; Parker, 1991; Meenaghian 1998
	Commercial Sponsorship					
	Socio-Sponsorship	Corporate social responsibility	Compensation rewards: predominantly intangible (reputation and image) and limited tangible benefits		£10,000 given to a NPO to partially cover costs for fund-raising event to support cancer research as part of the socially responsible business practices and in exchange of compensation rewards	Skaltis, 1992; Wrago, 1994; Coutoups, 1996; Seitanidi, 1999
Cause Related Marketing	Symmetrical relation; increased sales for the company and increased funds for the NPO	Sales promotion, advertising	Increased sales	Transactional	0.1% from the profit made, based on sales of a product that refers to a charity that is advertised on the product (healthy eating for children)	Varadarajan and Menon, 1988; Olsen et al., 2003; Endacott, 2004; Berglinda and Nakatab, 2005
Partnership	Symmetrical relations; transfer of resources (in cash or in kind) in order to address collaboratively a social issue	Corporate social responsibility	Compensation rewards: tangible and intangible benefits	Integrative	A partnership on developing a programme that helps disadvantaged young people	Waddock, 1988; Mohiddin, 1998; Mancuso Brehm, 2001; Seitanidi, 2006; Seitanidi, 2006a

Source: (Seitanidi & Ryan, 2007)

## Appendix 2. Pretest Questionnaire

Dear respondents,

In this survey you will be presented a short press release followed by several questions. Please, read the press release carefully because the questions pertain directly to the content.


This survey will take only a few minutes of your time. Your participation in this survey will help me with my research for my master thesis. I appreciate your help and contribution greatly.

Thank you for your participation!


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DHL is an official sponsor of the Fashion Week. Please, read the DHL's press release below.

(Either of the two press releases presented (either condition 1 or condition 6))



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## Press Releases

23/03/2013 DHL confirmed its sponsorship of Fashion Week 2013-2014

DHL has confirmed its sponsorship of Fashion Week for the season of 2013-2014. DHL has been an Official Logistics Partner of the Fashion Week events around the world for almost a decade.



"Fashion Week is a one of the most awaited events in the fashion industry. Each year a week of fashion shows is held at each of 12 fashion capitals: New-York, Berlin, Milan, London, Miami, Sydney, Tokyo, Zurich, Toronto, Moscow, Mumbai and Istanbul," says Anita Miles, Chief Communications Director at DHL, and continues: "By sponsoring Fashion Week DHL gets a great mass media exposure via a multi-channel communication strategy spanning TV, press and internet. DHL sees the sponsorship of Fashion Week as a great opportunity to raise awareness among its customers across 12 local markets."

### Press

- ▼ **Press Releases**
  - [Press Archive 2012](#)
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## Condition 6



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### Press

- ▼ Press Releases
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## Press Releases

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DHL sponsors Fashion week due to its expertise in domestic and international shipping and logistics. Anita Miles, Chief Communications Director at DHL, explains: "We think that DHL and Fashion Week are a good match. DHL masters the fashion supply chain and can implement its expertise to the fullest - from procurement of material to sample production, quality control, warehousing and processing of garments to direct delivery to shops. Moreover, innovation is one of DHL's main corporate values. We believe that trend setting in the fashion industry corresponds with DHL's perspective on innovations."



"One of the main goals of this partnership is to help emerging designers," explains Anita Miles, and continues: "DHL sets a competition among young artists within the Fashion Week events. We are always looking for ways to assist emerging designers. For the third year in a row, DHL runs a competition to see how fashion can be interpreted as innovative. Top three contestants present their collections on the catwalk. The winner of the show gets a grant from DHL and the possibility of a time slot during the next Fashion Week season. The design competition is the way that DHL spurs innovativeness in fashion by helping young designers get their leg up in the fashion world."

First we would like to know whether you think DHL and Fashion Week is a good match. Please indicate the degree to which you agree with the following statements on a scale from 1 to 7 (1 = strongly disagree and 7 = strongly agree)

		Strongly disagree					Strongly agree	
1	There is a logical connection between DHL and the Fashion Week events	1	2	3	4	5	6	7
2	DHL and the Fashion Week events fit well together	1	2	3	4	5	6	7
3	It makes sense to me that DHL sponsors the Fashion Week events	1	2	3	4	5	6	7
4	DHL and the Fashion Week events stand for the same things	1	2	3	4	5	6	7
5	The image of DHL and the Fashion Week events are similar	1	2	3	4	5	6	7

Now we would like to know what you think are DHL's motives for sponsoring Fashion Week. Again, please indicate the degree to which you agree with the following statements on a scale from 1 to 7 (1 = strongly disagree and 7 = strongly agree)

		Strongly disagree					Strongly agree	
1	DHL sponsors the Fashion Week events mainly because the company wants to improve its image	1	2	3	4	5	6	7
2	DHL sponsors the Fashion Week events mainly because the company wants to gain new customers	1	2	3	4	5	6	7
3	DHL sponsors the Fashion Week events mainly because the company wants to persuade me to use its services	1	2	3	4	5	6	7
4	DHL sponsors the Fashion Week events mainly because the company wants to increase its sales	1	2	3	4	5	6	7
5	DHL sponsors the Fashion Week events because ultimately the company cares about young and emerging designers	1	2	3	4	5	6	7
6	DHL sponsors the Fashion Week events because the company has a genuine concern about the welfare of young and emerging designers	1	2	3	4	5	6	7
7	DHL is unselfish when sponsoring the Fashion Week events	1	2	3	4	5	6	7
8	DHL is concerned about gaining new customers and at the same time supporting young designers	1	2	3	4	5	6	7
9	DHL is concerned about improving the company's image and at the same time supporting young designers	1	2	3	4	5	6	7
10	DHL is concerned about increasing the company's sales and at the same time supporting young designers	1	2	3	4	5	6	7

**Thank you for your contribution!**

## Appendix 3. Experiment Condition 5

Experiment condition 5 contains all of the information blocks used in the other conditions.



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### Press

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DHL sponsors Fashion week due to its **expertise in domestic and international shipping and logistics**. Anita Miles, Chief Communications Director at DHL, explains: "We think that DHL and Fashion Week is a good match. DHL **masters the fashion supply** chain and can implement its expertise to the fullest - from procurement of material to sample production, quality control, warehousing and processing of garments to direct delivery to shops. Moreover, **innovation is one of DHL's main corporate values**. We believe that trend setting in the fashion industry corresponds with DHL's perspective on innovations."



"By sponsoring Fashion Week DHL gets a **great mass media exposure** via a multi-channel communication strategy spanning TV, press and internet. DHL sees the sponsorship of Fashion Week as a great opportunity to **raise awareness among its customers** across 12 local markets," says Anita Miles and continues: "Fashion Week is one of the most awaited events in the fashion industry. Each year a week of fashion shows is held at each of 12 fashion capitals: New-York, Berlin, Milan, London, Miami, Sydney, Tokyo, Zurich, Toronto, Moscow, Mumbai and Istanbul."

Anita Miles also emphasizes DHL's dedication to discovering young talented designers in the fashion industry: "DHL sets a competition among young artists within the Fashion Week events. We are always looking for ways to **assist emerging designers**. For the third year in a row, DHL runs a competition to see how fashion can be interpreted as innovative. Top three contestants present their collections on the catwalk. The winner of the show gets a grant from DHL and the possibility of a time slot during the next Fashion Week season". "The design competition is the way that DHL **spurs innovativeness in fashion by helping young designers** get their leg up in the fashion world," explains Anita.

## Appendix 4. Study Questionnaire

Dear respondents,

In this survey you will be presented a short press release from the logistics company DHL, followed by a few questions. Please, read the press release carefully because the questions pertain directly to the content.

This survey will take only a few minutes of your time. Your participation in this survey will help me with my research for my master thesis. I appreciate your help and contribution greatly.

Thank you for your participation!

---

DHL is an official sponsor of Fashion Week. Please, read the DHL's press release below.

One out of six conditions is randomly presented.

---

- 1) We are first interested in your impression of DHL. Please pick the point on the scales below that best represents your impression of DHL as a company.

*DHL seems like a company that is:*

Bad	1	2	3	4	5	6	7	Good
Negative	1	2	3	4	5	6	7	Positive
Hard to like	1	2	3	4	5	6	7	Easy to like
Unfavorable	1	2	3	4	5	6	7	Favorable

- 2) Imagine that you were going to tell friends or family about DHL. Based on the information you have about the company, to which degree do you think you would describe the company in a positive way? On a scale from 1 to 7, please indicate your agreement or disagreement with the following statements about how you would talk about the company.

	Strongly disagree						Strongly agree
I would probably describe DHL in a positive way	1	2	3	4	5	6	7
I would probably speak favorably about DHL	1	2	3	4	5	6	7
I would probably "talk up" DHL to people I know	1	2	3	4	5	6	7

- 3) Imagine that you are going to ship a package and have to consider different logistics companies. Say that you find that important choice criteria such as price were equal across the companies. Do you think knowledge about DHL's sponsorship would influence you to choose DHL? On a scale from 1 to 7, please indicate your agreement or disagreement with the following statements.

	Strongly disagree						Strongly agree
This sponsorship would make me more likely to use DHL's services	1	2	3	4	5	6	7
This sponsorship would make me consider DHL's services next time I need to ship something	1	2	3	4	5	6	7
I would be more likely to use DHL's services as a result of this sponsorship	1	2	3	4	5	6	7

- 4) We are also interested in your opinion about DHL's sponsorship of Fashion Week. Please pick the point on the scales below that best represents your impression of the sponsorship.

*I think the sponsorship is:*

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Negative	1	2	3	4	5	6	7	Positive

- 5) Compared to the services of other shipping companies what do you think of DHL? On a scale from 1 to 7, please indicate your agreement or disagreement with the following statements.

	Strongly disagree						Strongly agree
DHL offers a wider range of shipping services	1	2	3	4	5	6	7
DHL can deliver its services to more locations	1	2	3	4	5	6	7
DHL delivers its services faster	1	2	3	4	5	6	7

- 6) Do you think DHL is a socially responsible company? On a scale from 1 to 7, please indicate your agreement or disagreement with the following statements.

	Strongly disagree						Strongly agree
DHL seems like a company that conducts business in a socially responsible way	1	2	3	4	5	6	7
DHL gives back to society	1	2	3	4	5	6	7
DHL contributes to society's welfare more than other shipping providers	1	2	3	4	5	6	7

- 7) We also want to know whether the Fashion Week events are important for you. On a scale from 1 to 7, please indicate your agreement or disagreement with the following statements.

	Strongly disagree						Strongly agree
Fashion week is important to me	1	2	3	4	5	6	7
I follow Fashion Week in the media	1	2	3	4	5	6	7
I would want to attend Fashion Week	1	2	3	4	5	6	7
	Strongly disagree						Strongly agree
I can relate to the fashion world	1	2	3	4	5	6	7
Fashion Week and I share the same values	1	2	3	4	5	6	7
I would feel comfortable among a group of Fashion Week fans	1	2	3	4	5	6	7

- 8) In this question we would like to know whether you think DHL and Fashion Week is a good match. On a scale from 1 to 7, please indicate your agreement or disagreement with the following statements.

	Strongly disagree						Strongly agree
1 There is a logical connection between DHL and the Fashion Week events	1	2	3	4	5	6	7
2 DHL and the Fashion Week events fit well together	1	2	3	4	5	6	7
3 It makes sense to me that DHL sponsors the Fashion Week events	1	2	3	4	5	6	7
4 DHL and the Fashion Week events stand for the same things	1	2	3	4	5	6	7
5 The image of DHL and the Fashion Week events are similar	1	2	3	4	5	6	7

- 9) Now we would like to know what you think are DHL's motives for sponsoring Fashion Week. On a scale from 1 to 7, please indicate your agreement or disagreement with the following statements.

		Strongly disagree					Strongly agree	
1	DHL sponsors the Fashion Week events mainly because the company wants to improve its image	1	2	3	4	5	6	7
2	DHL sponsors the Fashion Week events mainly because the company wants to gain new customers	1	2	3	4	5	6	7
3	DHL sponsors the Fashion Week events mainly because the company wants to increase its sales	1	2	3	4	5	6	7
4	DHL sponsors the Fashion Week events because ultimately the company cares about young and emerging designers	1	2	3	4	5	6	7
5	DHL sponsors the Fashion Week events because the company has a genuine concern about the welfare of young and emerging designers	1	2	3	4	5	6	7
6	DHL is unselfish when sponsoring the Fashion Week events	1	2	3	4	5	6	7
7	DHL is concerned about gaining new customers and at the same time supporting young designers	1	2	3	4	5	6	7
8	DHL is concerned about improving the company's image and at the same time supporting young designers	1	2	3	4	5	6	7
9	DHL is concerned about increasing the company's sales and at the same time supporting young designers	1	2	3	4	5	6	7

10) We would also like to know your overall impression about DHL's sponsorship strategy. On a scale from 1 to 7, please indicate your agreement or disagreement with the following statements.

	Strongly disagree						Strongly agree
DHL tries to manipulate my opinion about the company	1	2	3	4	5	6	7
I feel skeptical about DHL's sponsorship tactics	1	2	3	4	5	6	7
I find DHL's sponsorship of Fashion Week credible	1	2	3	4	5	6	7

11) How often do you use DHL services?

- I have never used DHL's services
- 1-2 times a year
- 3-4 times a year
- more than 4 times a year

12) Did you know that DHL sponsored Fashion Week?

- Yes
- No

13) Please, fill in your demographic details:

- Age
- Sex
- Nationality
- Study institution

Thank you very much for your contribution!



## Appendix 5. Sample Description

Gender ratios between experimental groups:

Condition	Ind. Variable	Frequency	Percent
no articulation - commercial motives	male	13	<b>43.3</b>
	female	17	<b>56.7</b>
	Total	30	100.0
no articulation - mixed motives	male	17	<b>54.8</b>
	female	14	<b>45.2</b>
	Total	31	100.0
no articulation - altruistic motives	male	15	<b>50.0</b>
	female	15	<b>50.0</b>
	Total	30	100.0
articulation - commercial motives	male	13	<b>41.9</b>
	female	18	<b>58.1</b>
	Total	31	100.0
articulation - mixed motives	male	14	<b>46.7</b>
	female	16	<b>53.3</b>
	Total	30	100.0
articulation - altruistic motives	male	16	<b>51.6</b>
	female	15	<b>48.4</b>
	Total	31	100.0

Nationality ratios between experimental groups:

Condition	Ind. Variable	Frequency	Percent
no articulation - commercial motives	Norwegian	10	<b>33.3</b>
	Russian	12	<b>40.0</b>
	other	8	<b>26.7</b>
	Total	30	100.0
no articulation - mixed motives	Norwegian	5	<b>16.1</b>
	Russian	16	<b>51.6</b>
	other	10	<b>32.3</b>
	Total	31	100.0
no articulation - altruistic motives	Norwegian	7	<b>23.3</b>
	Russian	16	<b>53.3</b>
	other	7	<b>23.3</b>
	Total	30	100.0
articulation - commercial motives	Norwegian	10	<b>32.3</b>
	Russian	10	<b>32.3</b>
	other	11	<b>35.5</b>
	Total	31	100.0
articulation - mixed motives	Norwegian	10	<b>33.3</b>
	Russian	10	<b>33.3</b>
	other	10	<b>33.3</b>
	Total	30	100.0
articulation - altruistic motives	Norwegian	11	<b>35.5</b>
	Russian	7	<b>22.6</b>
	other	13	<b>41.9</b>
	Total	31	100.0

## Appendix 6. Mean Scores for Dependent Variables

### 1.1 Difference between presented conditions

Condition	N	Mean av_compatt_wom	Mean av_use
no articulation - commercial motives	30	5,29	3,53
no articulation - mixed motives	31	5,19	3,47
no articulation - altruistic motives	30	5,41	3,04
articulation - commercial motives	31	5,20	3,39
articulation - mixed motives	30	5,16	3,81
articulation - altruistic motives	31	5,00	3,30
Total	183	5,21	3,42
<b>Sig.</b>		<b>0,68</b>	<b>0,57</b>

## 1.2 Difference between and within motive articulations

<b>Dependent variable</b>	<b>Press release presented</b>	<b>N</b>	<b>Mean</b>	<b>Sig.</b>
av_compatt_wom	no articulation - commercial motives	30	5,29	<b>0,70</b>
	articulation - commercial motives	31	5,20	
av_use	no articulation - commercial motives	30	3,53	<b>0,73</b>
	articulation - commercial motives	31	3,39	
av_compatt_wom	no articulation - mixed motives	31	5,19	<b>0,92</b>
	articulation - mixed motives	30	5,16	
av_use	no articulation - mixed motives	31	3,47	<b>0,42</b>
	articulation - mixed motives	30	3,81	
av_compatt_wom	no articulation - altruistic motives	30	5,41	<b>0,10</b>
	articulation - altruistic motives	31	5,00	
av_use	no articulation - altruistic motives	30	3,04	<b>0,51</b>
	articulation - altruistic motives	31	3,30	

## 1. 3 Difference between motive articulations

<b>Dependent variable</b>	<b>Motive articulation</b>	<b>N</b>	<b>Mean</b>	<b>Sig.</b>
av_compatt_wom	commercial motive	61	5,24	0,93
	mixed motive	61	5,18	
	altruistic motive	61	5,21	
	Total	183	5,21	
av_use	commercial motive	61	3,46	0,27
	mixed motive	61	3,64	
	altruistic motive	61	3,17	
	Total	183	3,42	

#### 1.4 Difference between fit articulations

<b>Dependent variable</b>	<b>Fit articulation</b>	<b>N</b>	<b>Mean</b>	<b>Sig.</b>
av_compatt_wom	fit articulation	92	5,12	<b>0,21</b>
	no fit articulation	91	5,30	
av_use	fit articulation	92	3,50	<b>0,54</b>
	no fit articulation	91	3,35	

## Appendix 7. Test of normality of distribution

**Descriptive Statistics. Whole sample**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
av_compatt_wom	183	5.2077	.94366	-.418	.180	.105	.357
av_use	183	3.4244	1.58525	.186	.180	-.891	.357
av_sponatt	183	4.6211	1.37072	-.349	.180	-.100	.357
av_ca	183	5.0929	1.03326	-.024	.180	-.667	.357
av_csr	183	4.3370	.90581	.144	.180	1.134	.357
av_perskn	183	4.1230	1.28812	-.229	.180	-.113	.357
credibility	183	3.6667	1.39990	.078	.180	-.572	.357
Valid N (listwise)	183						

**Descriptive Statistics. Commercial motive articulation**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
av_compatt_wom	61	5.2412	.87813	-.364	.306	-.120	.604
av_use	61	3.4590	1.64898	.117	.306	-.954	.604
av_sponatt	61	4.6721	1.32706	-.375	.306	.245	.604
av_ca	61	5.0164	1.03177	-.055	.306	-.703	.604
av_csr	61	4.2732	.84658	.411	.306	.858	.604
av_perskn	61	3.9426	1.22848	.060	.306	.088	.604
credibility	61	3.9180	1.33286	.198	.306	-.193	.604
Valid N (listwise)	61						

**Descriptive Statistics. Mixed motive articulation**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
av_compatt_wom	61	5.1756	.98194	.038	.306	-.228	.604
av_use	61	3.6393	1.60473	.233	.306	-.821	.604
av_sponatt	61	4.6448	1.48432	-.462	.306	-.265	.604
av_ca	61	5.2404	1.06307	.008	.306	-1.206	.604
av_csr	61	4.4098	1.02991	.268	.306	.957	.604
av_perskn	61	4.3279	1.38710	-.444	.306	.026	.604
credibility	61	3.5738	1.48839	.150	.306	-.731	.604
Valid N (listwise)	61						

**Descriptive Statistics. Altruistic motive articulation**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
av_compatt_wom	61	5.2061	.98164	-.908	.306	.732	.604
av_use	61	3.1749	1.48898	.159	.306	-1.056	.604
av_sponatt	61	4.5464	1.31379	-.194	.306	-.036	.604
av_ca	61	5.0219	1.00530	-.076	.306	.029	.604
av_csr	61	4.3279	.83775	-.489	.306	1.626	.604
av_perskn	61	4.0984	1.23430	-.378	.306	-.036	.604
credibility	61	3.5082	1.36165	-.059	.306	-.820	.604
Valid N (listwise)	61						

**Descriptive Statistics. Fit articulation present**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
av_compatt_wom	92	5.1211	.96958	-.318	.251	.118	.498
av_use	92	3.4964	1.50578	-.015	.251	-.757	.498
av_sponatt	92	4.6993	1.32696	-.287	.251	-.023	.498
av_ca	92	5.0109	1.05577	.163	.251	-.650	.498
av_csr	92	4.2536	.91703	-.120	.251	1.148	.498
av_perskn	92	4.0924	1.20423	-.458	.251	-.191	.498
credibility	92	3.9239	1.29440	-.073	.251	-.445	.498
Valid N (listwise)	92						

**Descriptive Statistics<sup>a</sup>**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error

**Descriptive Statistics. No fit articulation**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
av_compatt_wom	91	5.2951	.91369	-.521	.253	.206	.500
av_use	91	3.3516	1.66694	.363	.253	-.943	.500
av_sponatt	91	4.5421	1.41652	-.387	.253	-.164	.500
av_ca	91	5.1758	1.00902	-.218	.253	-.546	.500
av_csr	91	4.4212	.89143	.459	.253	1.060	.500
av_perskn	91	4.1538	1.37375	-.090	.253	-.119	.500
credibility	91	3.4066	1.46043	.309	.253	-.481	.500
Valid N (listwise)	91						

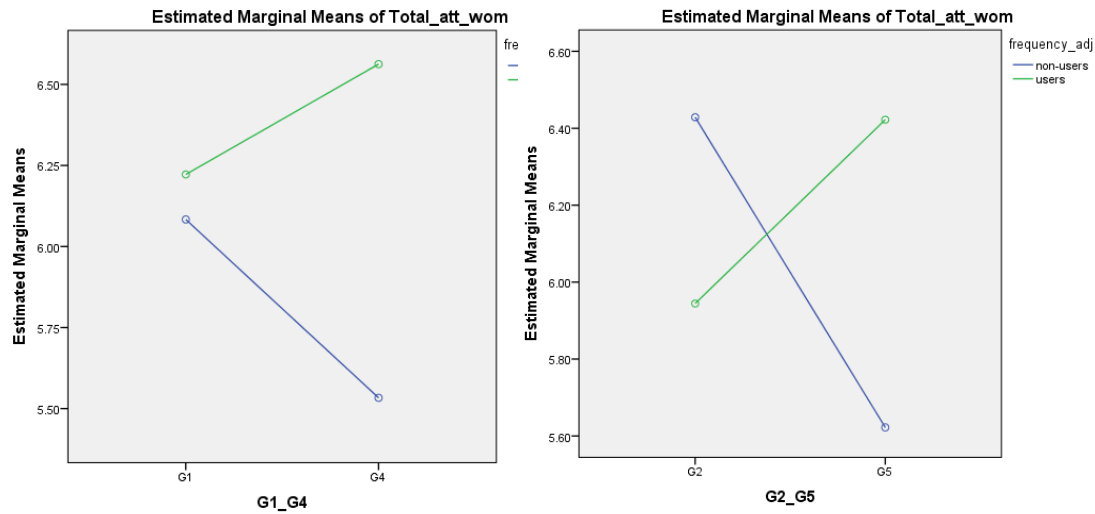


## Appendix 8. Analysis of Hypothesis 5

Significance of interaction effects between selected conditions and frequency\_adj

Condition	Sig. (Condition*frequency_adj)
Commercial motives (G1G4)	,084
Mixed motives (G2G5)	,048
Altruistic motives (G3G6)	,909

Brand attitudes among users and non-users



Mean scores for users and non-users among experimental groups

Freq. of use	G2_G5		N	Mean	Levene's test	Sig.
non-users	Total_att_wom	G2	7	6,429	0,781	0,108
		G5	15	5,622		
users	Total_att_wom	G2	24	5,944	0,353	0,223
		G5	15	6,422		
non-users	Total_att_wom	G1	12	6,083	0,164	0,211
		G4	15	5,533		
users	Total_att_wom	G1	18	6,222	0,494	0,261
		G4	16	6,563		